

# The NATIONAL UNDERWRITER

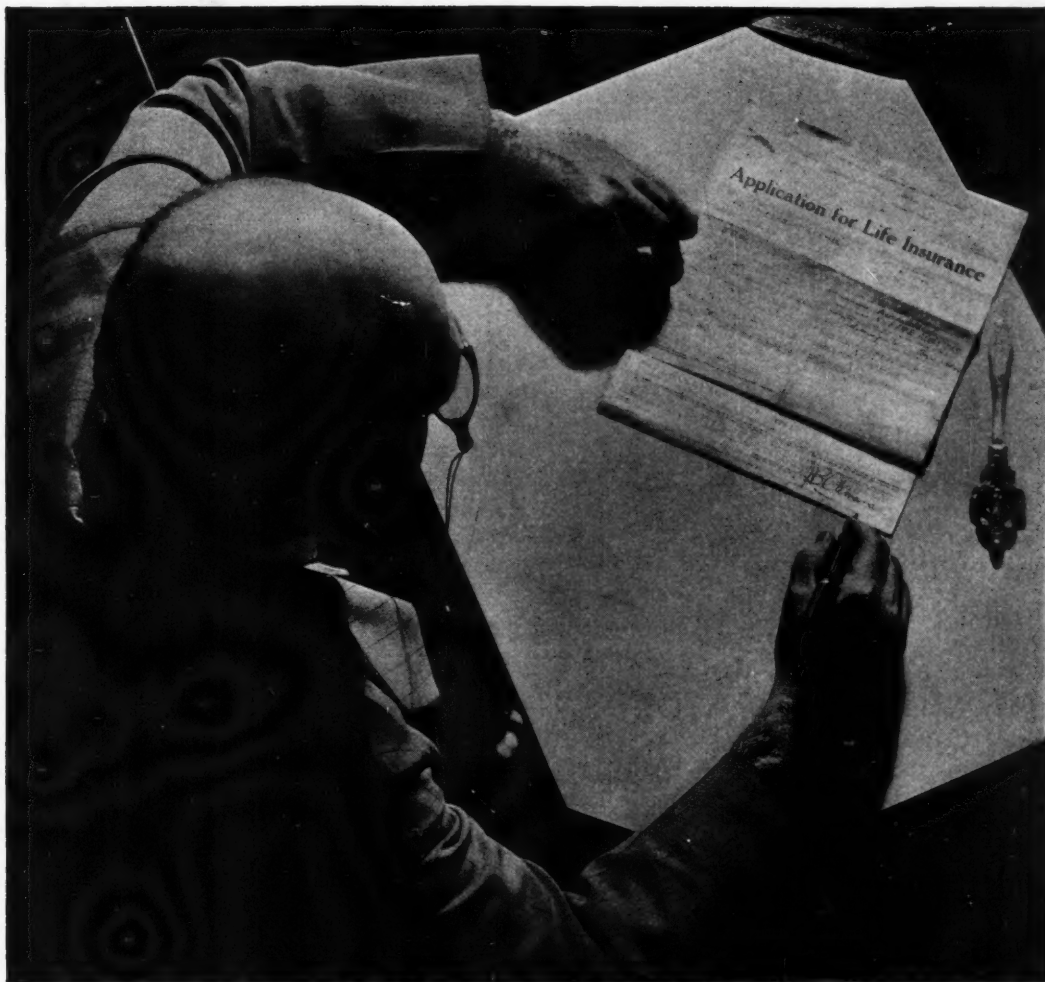
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IT STARTED WITH A PICTURE . . . . .  
A PICTURE of a pair of masculine feet, cocked up in luxurious ease on the porch railing of a swanky resort hotel. The picture carried this caption—"Picture of how a man worries when he has a guaranteed retirement income."

That's all—just a pair of "dogs" at ease—but it meant a lot more to this prospect than all the talk he had ever heard about retirement income.

The picture appeared in THE ESTATE-O-GRAPH, a picture publication sent to him by an enterprising life underwriter. And when the underwriter called a few days later, he found the prospect ready to talk about retiring at 65, although he had told another underwriter just the week before that he was *not* interested in life insurance.

THE ESTATE-O-GRAPH is a monthly picture publication for you to send to your prospects. Each

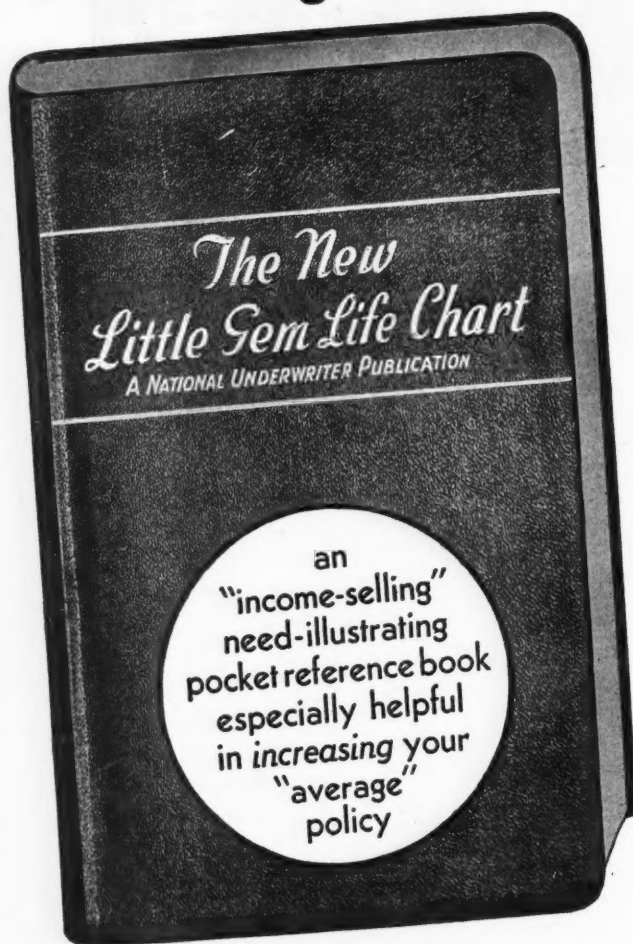
issue contains eight pages of motivating pictures like this one. It is printed in Rotogravure. It carries the underwriter's individual imprint on both front and back pages. Each issue visualizes some benefit of life insurance with vivid human interest pictures.

THE ESTATE-O-GRAPH is interesting, unusual, distinctive. It interests the prospect in life insurance as applied to his particular situation, and creates a favorable impression for the underwriter whose name it carries.

Would you like to see a copy and learn more about the service? A request will bring you a sample copy and complete information—if the franchise for your town is available. Write THE NATIONAL UNDERWRITER COMPANY, 175 West Jackson Blvd., Chicago, or ask any National Underwriter representative.

FRIDAY, APRIL 15, 1938

# "Sales-Making" Facts and Figures that Sell Larger Policies!



## JUST OFF THE PRESS

*The New Improved*

## 1938 "LITTLE GEM"

Presentation in terms of "Income" is the first step toward success. It is certain to increase your "average policy" and your Income. To talk Incomes intelligently with policyholders (who are your best prospects), you must be able to show them what can be accomplished with their present insurance, including that in "other companies."

### Incomes and Values at Retirement Ages

(shown right with Rates, Costs, etc.)

The actual Guaranteed Incomes for over 100 companies are given in the Little Gem—twice as many as other books show. And for 1938 these Incomes are right with the Rates, etc., for greater convenience. Cash Values at 55, 60, and 65 are shown for as many as 12 contracts. With this data you can show the prospect who "already has enough," just what Incomes are available for his wife, his kids, his mother, what there will be for his "pension" including that from Social Security which is also covered in the Little Gem.

### "Need-Illustrating" Basic Tables

From these special tables you can readily ascertain the Insurance Needed to guarantee any combination of Incomes (Readjustment, Educational or Retirement), with Clean-Up Funds and Deferred Payments.

### Illustrations of Dividend Results

To bring out the value of allowing dividends to "pay up" or "mature" contracts, the Little Gem gives special illustrations showing not only how many years will be required but also the total premiums that will be paid—an exclusive Little Gem feature. In addition, new this year, are showings of what the 10 and 20 year accumulations or additions will amount to.

The "Hit" Book of 1937, with even greater Improvements for 1938—ORDER YOURS NOW!

### IMPORTANT SPECIAL FEATURES

1. Exact, Guaranteed, Settlement Option Incomes.
2. "Need Illustrating" Basic Income (and other) Tables.
3. Cash Values at the Retirement Ages—55, 60 and 65.
4. Cash Values on many extra contracts.
5. Special Showings on More Special Contracts.
6. Large "Easy-to-Read" Type throughout.
7. "Natural-Way" Page Arrangement, too!
8. Sales Making Social Security Information.
9. Juvenile Insurance (New Special Section).
10. Retirement Contracts (a thorough Coverage).
11. Covers 150 Companies in Detail (Reports on 200).
12. Carefully Analyzes All Policy Provisions.
13. Covers "Company Practice" too!
14. Premium Rates at All Ages (over 2400 contracts).
15. Disability and Double Indemnity Rates.
16. "Net Cost—Net Payment" Illustrations.
17. Detailed Summaries for 10 and 20 years.
18. Improved Illustrations of Dividend Results.
19. Annuity Rates (Special Section on Annuities).
20. Rates on Interest Payable under Options.
21. Term Rates and Dividends on Term.
22. Dividends on Paid Up Policies.
23. Reserve Tables (including at ages 55, 60, and 65).
24. Financial and Business Figures (200 companies).
25. Supplemented Monthly by The Insurance Salesman.

**Many Important Changes**

**You Must Have New, Up-to-Date Facts & Figures**

**Get All This Useful Programming Information**

#### Company Club Rates to All Agents

Rush, at my "club rate"

....cop.... New 1938 Model "LITTLE GEM"

Name ..... Title.....

Company .....

Address .....

City ..... State.....

To The National Underwriter, 420 E. 4th St., Cincinnati



# The NATIONAL UNDERWRITER

Forty-second Year—No. 15

CHICAGO, CINCINNATI, NEW YORK AND SAN FRANCISCO, FRIDAY, APRIL 15, 1938

\$3.00 Per Year, 15 Cents a Copy

## Analysis Shows Slump Is Due to Slackened Drive

### Holgar Johnson Finds Pro- duction Dropped in Same Ratio as Sales Interviews

NEW YORK—By the stirring yet practical address with which he wound up the New York City Life Underwriters Association's educational lecture series, Holgar J. Johnson may well have pulled New York's life insurance production out of the slump with which it has been plagued even longer than the country as a whole. Mr. Johnson, Pittsburgh, general agent Penn Mutual and vice-president National Association of Life Underwriters, made no attempt to minimize the seriousness of the present situation. In fact, he dismissed as asinine any notion that everything is fine and dandy.

With facts and figures from his own agency, Mr. Johnson confirmed the widespread suspicion that much of the current slump is due to a slackening of effort, a "what's-the-use" attitude, and a failure to exercise resourcefulness in unearthing prospects in lines of business relatively unhurt by the recession. When business in his agency showed a drop for the first three weeks of February Mr. Johnson found that the records showed the men were making 2.4 fewer sales interviews per week than they had in January, November, and October, December being omitted from the comparison as being an abnormal month.

### Ratio Holds Constant

In Mr. Johnson's agency it takes seven sales presentations, on the average, to result in one case. Translated into sales volume for the entire agency, the 2.4 fewer sales interviews per week would have accounted for a production drop of about \$240,000 for the month. As it turned out, the agency production for February was just a little more than \$250,000 shy. In other words, practically all of the slump was due to agents' failure to make enough sales interviews to let the law of average work for them. Mr. Johnson said that at a time when business conditions should demand 20 percent greater efforts the agents were putting forth 25 percent less effort.

"Let's assume conditions are bad," Mr. Johnson said. "Let's assume they are terrible. It's more difficult to see people. Most people want to procrastinate. Many have had salary cuts. The natural reaction for the agent is an attitude of mind which perfectly justifies the lack of production results."

### Must Keep Perspective

Warning that it is easy under such circumstances to lose one's perspective and fail to take a fair measure of the situation, Mr. Johnson pointed out that it is asinine to say that a general business slump does not exist. The only

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## Harrington's Appointment in Bay State Is Confirmed

### Governor's Council Dismisses Objection of Lieutenant Gov- ernor to New Commissioner

BOSTON.—Charles F. J. Harrington, appointed Massachusetts commissioner to succeed F. J. DeCelles, whose term ran out April 7, has been manager of the casualty department in the agency of O'Brien, Russell & Co. He is vice-president of the Boston Association of Casualty & Surety General Agents, and active in a number of local insurance organizations. The appointment was confirmed this week by the governor's council.

Mr. Harrington is the first active and experienced insurance man to be appointed as commissioner since Elizur Wright virtually founded the department nearly 100 years ago. While Mr. Harrington's name has been the only one prominently mentioned for some time it was uncertain if he would be willing to accept.

### Opposition Is Voiced

Opposition has developed to Mr. Harrington's appointment, principally from Lieutenant Governor Kelly, who is in conflict with the governor on many matters. Kelly said Mr. Harrington advocated higher commissions to agents on compulsory auto liability insurance in the state. Kelly states he could bring 200,000 motorists to the state house to oppose the appointment and asked for a public hearing before the governor's council.

Mr. Harrington is looked upon as a capable, energetic and fair minded insurance executive. He is genial, approachable and open minded. He is completing his studies in the Suffolk University law school. As an officer in the Brokers Association of Massachusetts, Insurance Society of Massachusetts and Boston Association of Casualty & Surety General Agents, he has been frequently called upon to head committees that were named to attack current problems.

### Complaints Not Taken Seriously

That the governor's council would confirm the appointment was expected. The council has not taken very seriously the complaints of the lieutenant governor in the past. Bayard Tuckerman, head of O'Brien, Russell & Co., is a member of the council, although a Republican. Mr. Harrington is a member of the Democratic state committee and was active in securing the nomination and election of the governor.

Mr. Harrington was born in Roxbury in 1893. He graduated from English high school. While carrying on a post graduate course with the idea of entering Boston College, he decided to go into business and went with the Massachusetts Bonding as a mail clerk in 1914, becoming three years later assistant manager of the New England casualty department. In 1917 he resigned to enter the agency of O'Brien, Russell & Co.

He is a charter member of the Insurance Society of Massachusetts, vice-president Boston Association of Casualty

## Southern Round Table Annual Meeting Program

### Public Relations Forum Will Occupy Prominent Place in the Sessions

The tenth annual meeting of the Southern Round Table of the Life Advertisers Association will be held in Asheville, N. C., at Grove Park Inn, May 20-21. The Round Table session will follow a one day southern conference of the Life Insurance Sales Research Bureau. Emmett Russell, Jr., advertising manager of the Life & Casualty of Nashville, is chairman for the Round Table meeting and has appointed the following chairmen for the anniversary meeting: John Ehle, Imperial Life of Asheville, arrangements and entertainment, and Forrest Brauer, Home Beneficial, of Richmond, exhibits chairman.

### Public Relations Question

A large portion of the Round Table sessions will be devoted to public relations and how the fundamental services of life insurance can be brought to the public with more complete understanding. Not only will this subject be discussed from the standpoint of the advertising manager but how each contact with the public through its representatives in the field, its publications, and those home office officials responsible for public relations.

### Discuss Advertising Exhibits

Bart Leiper, Provident Life & Accident, will conduct what is believed will prove a highly beneficial and interesting session on the advertising exhibits. Each exhibitor will be asked to discuss his own benefits and to answer questions. The plan is to have each member in turn lead a discussion of his exhibits while others are looking them over. The exhibitor is to be prepared to answer questions on points of particular interest. A feature of this part of the program will be a novel advertising contest conducted by means of keyed copies of advertisements furnished each member, who is to judge them as to pulling power.

C. B. McPhail of Houston, director of public relations of Great American Life, is vice-chairman of the Southern Round Table and John M. Ehle, Imperial Life of Asheville, is secretary.

& Surety General Agents, director Insurance Federation of Massachusetts, member of the Massachusetts Brokers Association and Massachusetts Agents Association, the Knights of Columbus, the Elks and Boston City Club, and a member of the Democratic state committee and the Democratic town committee of Watertown, where he makes his home. He was elected to the school committee of Watertown in 1932 and made chairman in 1935.

### Few Legislatures Still At It

NEW YORK.—While most of the state legislatures that were in session have adjourned those of Massachusetts, Mississippi, New Jersey, Rhode Island and South Carolina are still in progress, as is the Congress.

## Examination Plan Brought to Focus by Far West Men

### Western Conference Com- missioners Insist on Partici- pation with New York

NEW YORK.—A sizable stir was created in company circles here through the receipt by the majority of insurance companies of a communication from Commissioner Ham of Wyoming, as secretary of the Western Conference of the National Association of Insurance Commissioners, insisting that examiners of other states be allowed to participate with representatives of the New York department in regular examinations.

The letter declares that the New York department is not cooperating with the examination program determined upon by the National Association of Insurance Commissioners several years ago, and asserts that unless the agreement is adhered to, the 11 states embraced in the Western Conference would either insist they be allowed to conduct an independent examination, or would refuse to relitigate the objecting companies in their respective states for 1939.

### Object of the Zone System

The subject of company examinations has been threshed out in conventions of the commissioners from time to time, and the creation of a zoning system was determined upon as one means for eradicating what was felt to be a senseless and most expensive proceeding for the companies. While Superintendent L. H. Pink of this state was emphatic in his determination not to surrender the prerogatives of his department, he yet voiced his entire willingness to go along with his fellow commissioners in so far as this was possible with due regard to the law of his home state. He is still of like mind, and in proof of his attitude he can point to his acceptance of cooperation from several states in examinations now in progress. The insurance law of New York specifies that department examinations must be conducted by employees of the department, and these men, in turn, are under civil service regulation.

### New York's Examining Force

By virtue of its vast insurance interests no other state has so extensive a departmental staff as has New York, nor could it afford to maintain one. Employees of the state department are all thoroughly seasoned before being assigned to examination work, the direction of which is entrusted to a senior of proven ability. While it is relatively simple for an accountant to prepare a trial balance sheet, to check income and outgo, and verify security holdings, expert knowledge is called for in figuring reserves. In the judgment of the New York department 10 years training is required before a man is sufficiently sea-

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# Proper Gearing to Times Is Need of Agents, Patterson Says in New York

NEW YORK CITY—Vice-president A. E. Patterson of the Penn Mutual spoke before the New York City Life Underwriters Association Thursday evening on "Gear Yourself to the Times." He told about being on an agency trip and desiring to get to Philadelphia in a hurry he took an airplane. He recited his experiences as the ship encountered various kinds of weather. He declared that in life insurance selling, salesmen do not study atmospheric conditions as thoroughly as they should. They do not look ahead and ascertain what the next step should be. They do not know where to land. He said that many times life insurance is in a fog, agents get away off from the radio beam and they do not know where they are going. Naturally life insurance men prefer fair weather in business but they must be prepared for foul weather when it arrives. The business should be geared accordingly.

## Effect of More Calls

He called attention to records that had been kept as to calls and interviews and said that all showed a definite relationship between the amount of business paid for and the number of calls made. He cited the case of one general agency that made a careful record during February and the results were as follows:

Unit A—Calls dropped off from previous month by 37 percent, paid business 36 percent.

Unit B—Calls dropped off from previous month by 27 percent, paid business, 34 percent.

Unit C—Calls dropped off from previous months by 28 percent, paid business 48 percent.

Unit D—Calls increased over previous month by 5 percent, paid business almost same as previous month.

Combined totals—Calls dropped off from previous month 27 percent, paid business 31 percent.

Mr. Patterson continued as follows:

"Keep away from the 'sour-pusses.' Avoid the pessimist, particularly in our own ranks, as you would the plague. You can stand up against a barrage of 'No's' from your prospects, you can even smile when a case is rated or declined, but no one can keep his head up and his eyes straight out in front when he runs into one of these johnnies, who, with a face long enough to eat oatmeal out of a jug, tells you the country is going to hell in a hand-basket.

## Tells About Harry T. Wright

"Let me illustrate by quoting to you part of a recent letter I have received from a friend of mine of 25 years standing. He is one of the greatest underwriters in America, in my opinion. Each year he pays for 125 to 175 cases, for well over \$1,000,000. For over a quarter of a century he has kept an accurate record of his calls and interviews. If his business falls off he has told me many times he can attribute it to a falling off of calls. This year, he says, he must make more calls than ever before. And, up to the end of last week he had paid for 43 cases, since Jan. 1, for \$753,000 in volume with \$28,302 in first year premiums. Therefore, what he has to say should have weight with you. Here is the closing paragraph of his letter:

"Confidentially, cowboy, I am staying away from the sobbers and the fellows who are trying to sell me the idea that business is rotten. There are still plenty of people who have a lot of money and need the services of life insurance. It is my job to see them."—Harry T. Wright of Chicago.

"Let me give you a simple approach which is being used most successfully by one of our leading producers in the south. This man, who operates in a

southern city of 60,000 people where over half are Negroes, had a serious illness last year. During his convalescence he arrived at the conclusion that he was overlooking many cases in his own community because he had a great deal of reticence about approaching his friends. He had always felt that he knew them too well. Most of us have had the same trouble. He decided he must work out a plan to include these friends in his clientele. He must work out something that would get him over that embarrassing 'hump' most of us feel in opening such an interview. It must be dignified, specific but must get action. At the same time it must be of such a character that there could be no thought of imposing on that weblike thread of friendship. He has been using it constantly, since his recovery last summer. As he says, it is so simple that few others will use it, yet it is so effective. That it is effective for him is evidenced by the fact that he has written 47 applications for \$246,476 during the first three months of this year. Here it is in a nutshell:

"Fred, is there any reason why I shouldn't get some share of your business?"

"See what a perfect position it places you in and see what a position it places your prospect in! You have opened up the subject of life insurance service in a direct, forceful and intelligent manner that requires an answer, which, in the great majority of cases will enable you to tell your story without the usual embarrassment most of us feel in dealing with our close friends and acquaintances.

"Undoubtedly, there are moments

when you think that to be a life underwriter in trying times like these is just about the most unfortunate fate a man or woman could have. Let's forget the pessimists' side of the picture and look at a few of the highlights:

"1. The institution of life insurance continues to enjoy the confidence of the American public, as perhaps, never before.

"2. Because of the public's more enlightened point of view about life insurance the need for its services is recognized by the insuring public more today than ever in its 100 years of history.

"3. The National Association of Life Underwriters, your state association and your local association continuously work for you to keep life insurance standards high and methods efficient.

## Salesmen of Higher Standard

"4. Generally speaking, with very few exceptions, the life companies are aggressively working towards the improvement of the type and character of the men and women who represent them in the field. Much more progress than most of us realize has been made along the line of raising the standards of selection and training of underwriters from one end of the country to the other. Let us not concern ourselves too much with those few companies which fail to see the light but rather take pride in the large group of companies which are ceaselessly seeking the career type of recruit.

"5. We are fortunate to be in a business that is not dependent upon our securing a small number of large orders and that we are in one that gives opportunity for real action, day after day,

where we can earn a comfortable living by securing a large number of small orders. We should congratulate ourselves often that ours is the type of business which forces us to have a career of public service while earning livelihood for ourselves and our families.

"Then again, your plight might be worse if you were what is commonly known today as the 'small business man.' You would necessarily have the constant worry of originating all of your sales ideas, meet your payrolls and current bills for rent, repairs, advertising, printing and a thousand and one other items of expense.

## New York City's Advantages

"Sometimes, I wonder if you appreciate the many advantages you, who live in New York City, have over those of us who live in other parts of our country. Here you have the center of commerce, the center of finance, the brain center of the nation. You have the greatest concentration of wealth of perhaps any city in the world. Isn't it true that in any of your large office buildings there are more prospects of the type you want than there are in a city of 100,000 people?

"Yours is the challenge to point out to the citizens of your great city the advantages of life insurance service in the completion of their life's objectives. For example, I own my life insurance for just two reasons—first, if I die soon it will take care of my wife and two children; and second, if I live too long, it will take care of me. What other institution, in which I can have absolute confidence, can guarantee those two objectives for me? I am no different from your average New Yorker. He wants to do the same things that I do if he has the same responsibilities. His aims in life are no different from those of the man in Kokomo or Kalamazoo. We are all the same under the skin and most of us have similar ambitions. You may have to work a bit harder to get an interview than in Chicago, Pittsburgh or Philadelphia.

## Fundamentals Are the Same

"You may have to be a bit more intelligent and astute to get an order in New York than we are west of the Hudson river but, likewise, the order may be larger, on the average than we would get. The fundamentals are all the same. We had a bit of philosophy in our shop in Chicago that was always helpful when the going got tough. We believed that there was going to be a certain amount of life insurance bought in Chicago each day. Our job was to get our share. That was all. Was it to be helpful to the institution of life insurance? No. To help our company show an increase in business? Most certainly not. But rather to help ourselves. Why? Because we must earn a living for ourselves and our families whether times were good or bad. That was our first responsibility as the head of a household and a good citizen.

## Opportunity Is at Hand

"So, I say to you, the opportunity is here—right here in New York. If you accept this fact, you will be better able to take advantage of it, and the 'sobbers' will wonder how you accomplished what you did. If you know where you want to go, and are willing to pay the price in time and effort and set your course with the correct radio beam, you will land about where you should in spite of the fog. In the past few days spirits and the stocks have risen some. This is the time when a large number of calls should mean a large number of triumphs. 'Rising tide lifts every boat in the harbor!' Gear yourself to the times!"

# Emphasis on Needs Declared Most Profitable Sales Method

By RALPH E. RICHMAN

Truman H. Cummings, general agent National Life, Cleveland, was the speaker at the Buffalo Life Underwriters Association, talking on "The First 15 Minutes." Successful life agents fall in two groups, he said, there being those who put emphasis on policy explanation, and then the group who put emphasis on analysis of the prospect's needs. Examination of production records of the men in these two groups shows the policy salesman has a ceiling to his production which no amount of effort can move upwards, while the producer who stresses analysis of his prospect's wants or needs more easily keeps his earnings going up.

## Compares Three Types

Between the policy salesman and the prospect analyzer, Mr. Cummings said, there is the half-way man who goes out to sell a package but observes and listens sufficiently to switch to a different package or contract if the prospect's conversation indicates that to be desirable. The difference between the half-way man and the prospect analyzer is that the half-way man listens to what the prospect offers in the way of information and guides himself accordingly, but fails to make a specific effort to gather additional information about the prospect himself, which would further direct selling.

The top production of the policy salesman, Mr. Cummings estimated, is about \$100,000. The top production of the half-way man would be about \$170,000,

he said, while the prospect analyzer could go the limit, depending more upon the financial group visited than upon the method of presentation. A normal production for the prospect analyzer, Mr. Cummings put at \$400,000.

## Holds Up "Problem Mirror"

"Set before the prospect clearly," said Mr. Cummings, "the relation of life insurance to his own wants and needs, and where there is money to purchase, a sale is likely to result." Mr. Cummings would have the agent develop skill in holding up before the prospect the problem mirror in which the prospect will see clearly reflected his own problems, and then as the life insurance man gives a sales talk, he sees how life insurance solves those problems. The prospect must see clearly that his present plans do not do what he wants done when he wants it done.

The careful salesman, or prospect analyzer makes a thorough job of his work by reselling when contracts are delivered. This man is likely to have from 12 to 15 first-class interviews each week, and to average at least one application to seven interviews. Mr. Cummings believes that the danger confronting the prospect analyzer is that he will do too much auditing and analysis work away from the prospect himself, and not develop the faculty of quickly grasping the prospect's situation and outlining a suitable broad program at once.

This is Mr. Cummings' formula: (1) Find out what the prospect wants prop-

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## Pink Comments on Policy Loans in New York State

**Insurance Superintendent Tells About Opposition of Companies to Sliding Scale**

NEW YORK — Governor Lehman has signed the Piper-O'Brien bill providing that after Jan. 1, 1939, all policies of life insurance delivered in this state must have a provision that when loans are made the rate of interest shall not exceed 4.8 percent per annum if payable in advance or the equivalent effective rate if interest is otherwise payable.

At the present time most of the companies are charging 6 percent interest, some of them in advance. The law as adopted will bring about a reduction in the present rate of from 1 percent to 1.2 percent to future policyholders on policies delivered in this state after Jan. 1.

### Superintendent Pink's Recommendation

On Dec. 8, 1937, Superintendent Pink, after a study of the problem, made a recommendation to the joint legislative committee on the insurance law revision that a law be enacted establishing a minimum policy loan rate of 4½ percent and a maximum of 6 percent. Within these limits the superintendent would have power, with the advice of the insurance board, to fix the rate of interest and would be guided by the rates on the highest grade investments, to which would be added 1 percent as an allowance for the expense to which the insurance companies are put in making policy loans. If that plan had been adopted, the present rate, because of the low interest prevailing, would be 4½ percent.

Pursuant to the recommendation of the superintendent a bill to carry out the plan of a sliding scale was introduced in the senate by D. T. O'Brien, chairman of the senate insurance committee, and in the assembly by R. F. Piper, chairman of the assembly insurance committee.

### Life Companies Opposition

After this bill was introduced the life companies unanimously opposed the sliding scale, urging that the change would greatly add to the work and might cause difficulties with other states. While earnestly protesting that they were justified in charging the legal rate of 6 percent, as they are now doing, they stated they would prefer a flat rate to the adjustable scale.

Superintendent Pink, on learning of the signing of the bill said: "I regret that the companies are opposed to the sliding scale proposed by this department. Had there not been unanimous opposition on the part of the life companies I think the problem would have been met for the future. For some years there has been a widespread feeling on the part of the public that 6 percent interest during a long period of low interest rates was an unfair charge. In view of the fact that most of the life companies are mutual the conflict of interest is not so much between those who borrow on their policies and the company as between the two classes of policyholders—those who borrow and those who do not."

### Claims Old Plan Was Unfair

"Any fixed rate, such as provided by the old statute, is bound to be unfair over a long period of years. There are times when interest is high and there are times when it is low and the interest on policy loans should vary like that on any other security. Under the old

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## Actuarial Society List for Its Annual Meeting

**M. A. Linton, President Provident Mutual, Is Head of the Organization**

NEW YORK—The annual meeting of the Actuarial Society of America will be held at the Waldorf-Astoria Hotel here May 19-20. There will be election of officers and four members of the council. M. A. Linton, president Provident Mutual, is retiring as president of the Actuarial Society. The vice-presidents are John M. Laird, vice-president Connecticut General, and R. D. Murphy, vice-president Equitable Society. The four retiring council members are Actuary H. R. Bassford, Metropolitan Life; Actuary G. W. Bourke, Sun Life of Canada; Actuary John M. Laing, Mutual Life of Waterloo, Ont.; Vice-president W. J. Cameron, Home Life. New papers will be presented and those read at the previous meetings will be discussed. There will be an informal discussion on topics of current interest.

### Pay Maryland Income Tax

BALTIMORE—The attorney-general has handed down an opinion that Maryland life companies are not exempt from payment of the state income tax of .5 percent on their premiums. The former stock tax was changed to a premium tax a year ago and now becomes effective.

### Sioux City Cashiers Organize

The Sioux City (Ia.) Life Insurance Agency Cashiers Association has completed organization. Officers nominated are: E. W. Baumann, president; J. B. Tasker, vice-president; Miss Helen Barton, secretary-treasurer. Sixteen agencies were represented.

## Silver Jubilee



W. D. OWENS

W. D. Owens, vice-president and secretary of the Lamar Life of Jackson, Miss., is celebrating his 25th anniversary with the company this month. He started to work as a policy writer in the home office, April 5, 1913. Later he became manager of the policy department. On returning from the war he was elected assistant secretary and in 1921, secretary. Eight years later he was chosen a director. In 1931 he became assistant agency director and in 1932 he was elevated to vice-president retaining his duties as secretary and assistant agency director. For a number of years he devoted considerable time to conservation. He is a former state Mississippi commander of the American Legion.

## The Idea and The Hour

Science says that the energy in a single drop of water, if it could be released, would furnish 200 horsepower for a whole year.

Science nowadays announces frequent discoveries that excite our wonderment. Yet, similar marvels of energy are stored up, unreleased but ready for profitable use, in the business days of all of us. Every experienced life underwriter knows that a single idea for a sales approach, created or accepted, can release energy that will supply momentum for a whole year, and result in so unusual a production volume that he will be asked to tell the secret of his power. And we all know that within the compass of each single hour in any day is sufficient energy, if released, to make an Agency leader of him who uses it.

Energy stored up in an idea, and in our separate hours of time, released and put to use, can make the difference between success and failure in the life of any one of us. We can't release the energy in a drop of water. We can release the power in the idea and the hour!

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## THE PENN. MUTUAL LIFE INSURANCE CO.

WM. H. KINGSLEY, President.

Independence Square

PHILADELPHIA

## Ohio Association Meet in Cleveland Is a Big Success

**Bowen Asks for More Funds—Anderson Deplores Savings Bank Trend**

CLEVELAND — The first annual convention of the Ohio Association of Life Underwriters attracted over 500 to Cleveland. The success of this initial venture assures another convention next year, the time and place to be decided by the board of trustees in May. Three regular convention sessions, a banquet and several breakfast meetings filled the two days.

Fred Zweifel, Toledo, president of the Ohio association, opened the convention. He outlined association history in the state. Cincinnati formed the first local association in 1872. The Ohio association was organized in 1911 as the first state association in the country. Since then 25 state associations have been formed.

C. Vivian Anderson of Cincinnati, former state and national president, presided at the first session. Lloyd Hagerty, president of the Cleveland association, and Frank Wallene, Cleveland director of utilities, welcomed the visitors. Superintendent Bowen of Ohio told of the work of the insurance department and the advantages of convention meetings. The principal difficulty faced by the department at the present time is one of finances as the department is working without adequate capital. When Mr. Bowen first took office he was able to get an appropriation increase from \$85,000 to \$188,000 but in 1937 his appropriation was cut 25 percent, and in 1938, 35 percent. Funds are entirely inadequate to investigate and determine the solvency of some 900 companies operating in the state in a thorough manner. The insurance business supplies 25 percent of the revenue needed to run the state government and yet the insurance department cannot get sufficient funds on which to operate.

### Bank Plan Serious Threat

Speaking as head of both the Ohio and national legislative committees, Mr. Anderson declared that savings bank insurance, as legalized in Massachusetts and New York, represents one of the most serious threats to the regular life insurance agency system. "When people can buy state insurance cheaper, they will give you the small end of the business," declared Mr. Anderson. "Since there are many mutual savings banks in New York, it will affect agents considerably. It is a real threat when a group of men go around and preach the doctrine of offering such insurance on the taxpayer's dollar. We think we can stop the threat of savings bank insurance in Ohio but some states probably are not in such a secure position."

Mr. Anderson criticized the relief situation and the movement to raise the premium tax on insurance from 2½ to 5 percent gross. "It is not right to tax the thrifty who want to secure their families through insurance." Governor Davey will veto any measure providing for increase of the premium tax, he said.

### Consider New Tax Plan

Mr. Anderson called attention to a measure before the National association which would permit a man to buy insurance with the federal government as beneficiary in order to pay estate taxes. Many men don't have ready cash and their businesses would have to be liquidated in event of death to take care of

(CONTINUED ON PAGE 10)

## Agents' Loyalty Is Termed Strength of Pacific Mutual

### President Kemp, Other Home Office Men in Tribute at Regional Conference

Loyalty, a spirit of devotion and unselfishness and a high sense of trusteeship, both in home office and field, were noted by Pacific Mutual Life officials at a regional conference of general agents in Chicago as a strong factor behind that company today. President A. N. Kemp, Asa V. Call, executive vice-president, and others from the head office were very optimistic over the future. It is expected all departments this year will show normal operating earnings and the noncancellable accident and health department will show surplus earnings.

In the latter department during the first quarter there were only 500 claims as compared with 750 claims in the first quarter last year. Lapsation of noncancel as projected on the basis of experience so far this year will not be more than 7 percent, William Breiby, vice-president, declared. Policy loans did not increase last year. For the first three months this year income was increased more than \$600,000 monthly over the same months last year. Interest earning over all in 1937 was 3.95 percent, and it was 4.1 percent on net ledger assets.

#### Increase Contingency Funds

Mr. Breiby noted transfer recently of \$483,219 from accident and health department surplus earnings to miscellaneous contingency reserves, mainly to increase reserves on certain claim liabilities so they will be more than ample for future needs. Transfers to the \$1,135,761 investment contingency reserve have increased this fund to \$3,493,371. The amount of stocks owned was reduced about 50 percent, to less than \$4,000,000, and collateral loans about 14 percent, to less than \$2,000,000.

President Kemp stated that restoration of the noncancel values is the first item in the trusteeship, and the return to full face value is assured within a reasonable time. He mentioned economies in the home office which have saved \$500,000 a year. These include consolidating departments, readjusting salaries, renting office space made available by consolidation, etc. Mr. Kemp saw an end soon to business recession in this country. He said the agents can avoid the paralysis of fear by turning every defeat into victory through hard work and an unswerving belief that conditions will turn out all right.

#### Call Talks on Investments

Vice-president Breiby said the Pacific Mutual's financial statement represents an improvement that is far beyond expectations. Substantial increase in surplus was noted. Executive Vice-president Call spoke reassuringly of investments. He said only 8½ percent of the assets represent real estate owned. Mortgages and bonds are now diversified nationwide. He said 50 percent of all mortgage loans in 1937 were made outside of California. There was only \$1,191,000 bonds in default out of a total of approximately \$76,000,000, and of this only \$270,000 represented rails.

The Pacific Mutual is making no institutional loans, Mr. Call said. All its new mortgages are being placed on urban income property and no rural first mortgage loans are being approved. The company recently opened new loan offices in Cleveland, Portland, Ore., and Houston, Tex. On the property sold in

### Record Breakers in One Day's Applications

The National Underwriter frequently has inquiries as to what agent holds the country's record as to number of applications obtained in one day of 24 hours. There have been a number of life insurance salesmen that have participated in these one-day drives. The National Underwriter would be glad to hear from everyone who thinks he has made a good record in this connection so that there can be as accurate a mobilization as possible of those that have undertaken this mighty project.

### Totals of Insurers Working in N. Y. Are Given

Assets of legal reserve life companies operating in New York as of Dec. 31, 1937, amounted to \$23,088,788,045, Superintendent Pink discloses in an advance report that is to be issued shortly. This was an increase during the year of \$1,200,977,949.

Insurance written by those companies during the year was \$12,809,204,413. This was an increase as compared with the previous year of \$1,023,147,494. Surplus or unassigned funds dropped \$37,486,952. Insurance in force gained \$4,003,861,273.

Premium income was \$3,212,197,012, increase \$34,160,707, and total income was \$4,642,684,658, increase \$39,226,413. Claims paid were \$1,160,736,398, increase \$24,296,442.

Dividends paid to policyholders amounted to \$423,644,932.

There was a net loss in surplus of \$22,352,931 as against an increase of \$78,782,014 the previous year.

1937, he said, only \$4,800 loss resulted, on the basis of the actual sum invested.

Vice-president D. C. MacEwen, in charge of agencies, talked on the inspiration-efficiency plan which has been worked out in the agency department. It has had a striking effect in upholding the loyalty and maintaining morale of the agents during a time that was doubly trying, due to the combination of general business recession and of the company's difficulties which have now been worked out. Floyd Forker, manager of sales promotion, also discussed the agency methods.

Mortality in the first quarter this year was 49.5 percent.

An explanation of the Pacific Mutual's new educational training plan, providing a 21 day preliminary course for new agents and a 21 week course for older men, was given by M. C. White, educational director. This training system is administered by the general agents and is well worked out. It covers special courses on business insurance, programming, taxes, etc.

Some 26 general agents from large mid-western territory attended. The local hosts were E. E. Henderson and J. L. Watts, general agents, and C. H. Davis, manager eastern railroad department, all of Chicago. After the regional conference concluded, the home office men gave a one-hour rapid fire program in the Henderson agency. Then they left for Richmond, Va., where another regional meeting was held, April 12-13, and then went on to Dallas, Tex., for a third conference of general agents in that section.

#### Colorado Annuity Tax

DENVER—A correction has been made in the recent announcement that the 2 percent surtax on all intangibles in Colorado includes annuities. State Treasurer Bedford has ruled "such income should be considered only as gross income in the same manner as the federal government considers it as such."

## Dr. W. B. Bailey Unique Factor in Travelers

HARTFORD — William B. Bailey, who holds the position of economist with the Travelers, has a rather unique position as well as title. To the home office people among whom he is very well known, he is variously but affectionately addressed as "Bill," "Professor" or "Doc." Before joining the Travelers in the early '20's Dr. Bailey was Strathcona professor of economics at Yale.



WILLIAM B. BAILEY

He was popular there and had twice been voted the most popular professor on the campus—quite an accomplishment for a professor of economics. He was popular also as an after-dinner speaker in New England and it was through one of these talks that he switched from teaching to insurance.

He had been secured as a speaker for the annual banquet of the Travelers Club, the organization of male employees in the home office. He gave on that occasion a lecture on "The American Hobo," which had already won considerable fame and later acquired still more. This lecture had been an outgrowth of some original research work that he had done as a professor of economics.

That talk aroused the interest of Travelers people in Professor Bailey, and aroused in Professor Bailey an interest in insurance in general and the Travelers in particular. The result was that he joined the official staff a year later as economist.

In the home office organization Professor Bailey has under him a staff of cost accountants doing general work independent of all of the regular actuarial, statistical and accounting divisions connected with the various departments of the company. Professor Bailey naturally gives considerable time to other things. He is frequently called on for addresses before various insurance organizations. For several years he was an active member of the committee that directed the operation of radio station WTIC and he has fathered the Travelers Choral Club, a group of singers who have become famous for their Christmas carol concerts held at Bushnell Memorial Hall in Hartford and broadcast each year over the air. In this activity he is a public relations man and builder of good will.

#### Freeman Placed in Charge

Hubert Freeman has been placed in charge of the Big Spring, Tex., agency of the Lincoln National Life by O. D. Douglas, Texas general agent.

## Warns of Effects of Competition on Public's Attitude

### H. H. Wilson Says It May Give Rise to Distorted Notions on Cost of Insurance

NEW YORK—Life insurance as a highly competitive commodity will "bring down the house around our ears," H. H. Wilson, general agent Equitable Society, New York City, warned in his address before the New York City Life Supervisors Association. He pointed out that by continued emphasis on the cost angle and on competitive features the life insurance business may create such an impression on the public mind that there may be clamor for further reduction in costs, with the agent's commission as the most obvious source of a reduction in expense.

What the institution of life insurance should do, Mr. Wilson said, is to unite in letting the people and legislators of this country know about the service of life insurance, instead of competing on a destructive basis.

"What we have got to sell is the institution and its operations," he said. "If we do that everything will be fine. If we don't, we may have to go through the process of selling it under much more unfavorable conditions."

#### Must Inform Public

Mr. Wilson said that if the life insurance business is going to make a greater opportunity for younger men coming into the business there must be a more alert, intelligent, and informed public. He said that it is time that the business moves towards these objectives for itself, rather than depending on charity, the latter reference being to asking radio stations to donate time for life insurance promotion and expecting newspapers to give space in their news columns to insurance publicity.

Mr. Wilson recalled what the sugar business in this country did when it was faced with a proposed tariff revision which would have permitted refined sugar to come in from abroad at a much lower duty. The industry ran a series of advertisements driving home very effectively the message that 13,500,000 people, more or less, depend for their living directly or indirectly on the sugar business. Though the advertisements were scheduled to run in a series of 11 they were so potent that it took only 7 of them to do the trick. Mr. Wilson conceded that these advertisements may not have turned the tide in public sentiment, but they succeeded in convincing congress.

#### Hit Savings Bank Insurance

Saying that savings bank life insurance, which has recently been legalized in New York state, would probably not cause much trouble for some time to come, Mr. Wilson said that the serious thing about savings bank life insurance is not that its sponsors particularly wanted this form of insurance but that they were seeking a measuring-stick to see if the life insurance business as at present constituted is all right and if the costs are reasonable.

That the public might readily get a distorted view if there should be too much emphasis on the cost angle might be inferred, he said, from what happened during the Armstrong investigation. An actuary testified as to the make-up of the premium, including, of course, the expense loading. The daily papers seized on this and headlines screamed, "actuary admits premiums are loaded." Mr. Wilson said there is danger that if the competitive angles is not



played down, the emphasis on whittling costs down may result in savings which would probably come out of the agents' pockets.

Despite today's problems, Mr. Wilson said the young agent coming into the business had a better opportunity than he did 20 years ago. First, the rebate problem is far less acute than it was formerly. Second, the young man going into the business today is not primarily dependent on merely knowing a lot of people. With training and life insurance education and particularly through prospecting methods, he can reasonably expect to be successful even with no circle of friends to start with. At the same time, said Mr. Wilson, many of the current conditions, such as taxation, have helped the life insurance business. He questioned how many tax cases there would be or pension trusts if it were not for New Deal legislation.

## More Than Mortality in Annuity Loss Table

NEW YORK—Some readers have wondered why, in the disability, double indemnity and annuity tabulation in the March 25 issue of THE NATIONAL UNDERWRITER, the figures in the column headed "Net Change in Surplus Charged to Annuities" are not the same as the

annuity losses given in the first part of the gain and loss exhibit in the annual statement which appears on page 9 of the annual statement blank.

The reason for this apparent discrepancy is that the figure on page 9 of the statement blank covers only annuity losses due to mortality whereas the figure used in THE NATIONAL UNDERWRITER tabulation includes not only mortality losses but those due to other causes, such as failure to earn as much interest

as anticipated and also to the necessity of adding to reserves in the light of experience obtained since the business in question was put on the books. Bolstering of reserves is one of the main causes of annuity losses. The figure used in the tabulation is found in the second part of the gain and loss exhibit, the last figure in the "Annuities" column.

The 1938 Unique Manual-Digest covers all life insurance statistics. \$5. National Underwriter.

## Nicholas Talks to Lions

Banish greed, fear and selfishness from the economic picture and prosperity will return, R. L. Nicholas, agency supervisor of the Guardian Life, told members of the Lions Club of Jacksonville, Fla.

Speaking on "People Before Profit," Mr. Nicholas said the things that are needed most are the things which money cannot buy, such as tolerance, poise, patience, honesty, fearlessness, unselfishness and a good standing at home.

## NEWS OF WEEK

Insurance companies are aroused over the communication from the western conference of National Association of Insurance Commissioners insisting that **examiners of other states participate** with the New York department in regular examinations. **Page 1**

Program is announced for the annual meeting of the **Southern Round Table** of the Life Advertisers Association. **Page 1**

**Analysis shows sales have dropped** in same ratio as selling efforts. **Page 1**

The appointment of **C. F. J. Harrington** as Massachusetts commissioner has been confirmed by governor's council, over objection brought by the lieutenant governor. **Page 1**

Vice-president **A. E. Patterson** of the Penn Mutual Life speaks on "Gear Yourself to the Times" before the New York City Life Underwriters Association. **Page 2**

**Reciprocal tax in Connecticut** being invoked against New York companies due to New York City levy. **Page 6**

**Pacific Mutual agents' loyalty** strong buttress to management, home office officials agree in regional conference with mid-western general agents at Chicago. **Page 4**

Governor Lehman of New York has signed the Piper-O'Brien bill providing for a new provision as to life insurance loans. **Page 3**

First annual convention held in Cleveland by **Ohio Life Underwriters Association**. **Page 3**

**Mutual Benefit Life** not to curtail settlement options, Vice-president E. E. Rhodes announces at agency convention. **Page 9**

**Actuarial Society of America** holds annual meeting in New York May 19-20. **Page 3**

"Point of sale" training called best for brokers and agents. **Page 23**

Important part played by life insurance in economic welfare of nation stressed by **Robert A. Taft**, Cincinnati attorney, before annual meeting of Ohio Association of Life Underwriters. **Page 6**

**Airline deaths for 1937** about same as previous years. **Page 8**

**Danger of competitive practices** stressed at New York meeting. **Page 4**

**C. J. Zimmermann**, Connecticut Mutual general agent in Chicago, speaks before the Houston Life Underwriters Association on "Closing." **Page 24**

## FOLLOW THROUGH

THE best prospect list in the world isn't worth the notebook it is jotted down in, if the salesman has not developed a correct technique of following through.

John Hancock training methods recognize the importance, not only of finding and qualifying the prospect, but of taking logical, tested steps which lead to the sale.

It is the aim of John Hancock training literature and sales helps to stay with the agent until he gets the name on the dotted line—to help him "follow through" to the sale, which, in the last analysis, is only the logical conclusion of sound selling methods, correctly applied.

**JOHN HANCOCK MUTUAL LIFE INSURANCE COMPANY**  
BOSTON, MASSACHUSETTS

GUY W. COX, President

## Connecticut Reciprocal Tax Is Now Being Invoked

**Commissioner Blackall Says Levy Is Direct Result of New York City's Action**

HARTFORD—Extension of Connecticut's reciprocal tax against New York insurance companies is assured, according to Commissioner Blackall. The levying of this tax is a direct result of the recent decision in New York that the tax originally imposed by New York City of .1 of 1 percent on insurance companies doing business in that city be considered a state tax.

Connecticut for some time has had a provision to the effect that if any other state should impose special taxes affecting Connecticut companies operating in the other state, similar companies with home offices in that state should be required to pay the same tax to Connecticut. This law is automatic, and in no way discretionary.

Two years ago, when New York increased its tax levy on life companies and required quarterly payments, Commissioner Blackall, while meeting this

new tax, was yet desirous of continuing annual payments from the New York companies, rather than quarterly. He was informed by the attorney general, however, that he had not the power to do this, but must meet the New York law in every detail. This law extends also to licensing of agencies.

## Wisconsin Life Meet

WAUSAU, WIS.—Agents of the central Wisconsin district of the Wisconsin Life attended a sales conference here, arranged by C. K. Gustafson. Home office officials from Madison, Wis., addressed the agents. N. J. Frey, president, was the principal speaker at the banquet.

## Three Offices in Outing Drive

Three mid-western general agencies of the Aetna Life are campaigning in April and May to qualify for attendance at a four-day outing June 2-5 at Devil's Lake, Wis. These are the R. S. Edwards, Chicago; F. E. McMahon, Minneapolis, and H. W. Florer, Grand Rapids, Mich., agencies. The outing will be entirely recreational, with no business program, but a trip through the Dells, and sports including golf and softball.

## Importance of Insurance in Economic Life Told by Taft

**Encourages Individual Thrift Instead of Leaning on Government—Great Savings Institution**

CLEVELAND—"There has never been a time in our history when life insurance has played a more important part in the economic welfare of the nation and the economic welfare of the individual," said Robert A. Taft, Cincinnati attorney and son of the late President Taft, at the annual meeting here of the Ohio Association of Life Underwriters. "In a time when most people are leaning on the government, life insurance is based more than any other institution on the virtues of individual thrift and industry. It interprets those virtues into a happy old age, into education for one's children, and into a provision for one's family after death."

With less than 7 percent of the world's population, said Mr. Taft, the United States has over 70 percent of the world's life insurance. Canada runs second and Great Britain third. These three countries are imbued more than any others with the philosophy of individual liberty and democratic government.

## Greatest Savings Institution

"The ordinary man thinks of insurance in terms of protection for his family in event of death, but it is far more than this. Insurance represents the greatest savings institution in the country and has become the principal means of encouraging thrift and savings during the depression. These savings today, as represented by the assets of the insurance companies, amount to \$26,350,000,000. They have been increasing at the rate of approximately a billion and a half dollars a year—excess of money paid out to policy holders. Insurance savings equal all other savings in the United States including banks. From the beginning of 1930 legal reserve life insurance companies paid out \$21,600,000,000—more than the government has acquired and paid out through issue of additional bonds. In other words, life insurance tends to alleviate economic depressions, and yet does not stimulate booms. Insurance represents the only substantial savings made by the people in the last five years.

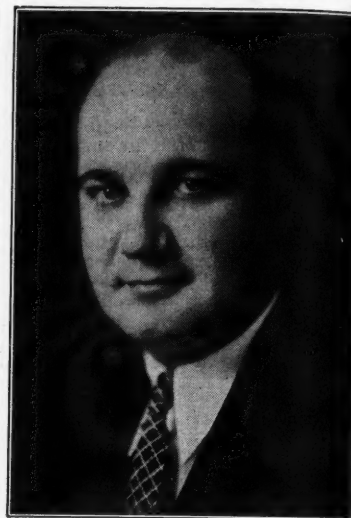
## Helps Build Industry

"Life insurance has played a tremendous part in building the industry of the United States. The savings have been reinvested by companies in thousands of enterprises giving employment to many. Life insurance alone maintained real progress in the United States. Although life insurance funds can not be directly invested in speculative enterprise, it acts as a great reservoir of capital and provides a market for bonds which give people money for enterprise.

"Life insurance has kept alive the spirit of thrift to which we must return. Life insurance savings increased when they stopped in other fields. I believe this is due in large measure to the strength and ability of the agency system. The early leaders of life insurance saw that it was not enough to set up the machinery of life insurance; the people had to be informed on its merits and possible accomplishments. They realized that only through aggressive personal salesmanship could the people come to understand its importance.

"Salesmanship and advertising are extremely important in the progress and expansion of American industry, and in no field are they more essential than in life insurance. Advertising alone is not enough. Agents must persuade people to give up some present enjoyment for the future benefit. This can be done only through personal interview. There is no need for high pressure, but a great

## American Convention Speaker in Nebraska



RALPH H. KASTNER

LINCOLN, NEB.—At the meeting of the Nebraska Insurance Institute the address was given by Associate Counsel R. H. Kastner of the American Life Convention at Chicago, speaking on "Problems and Suggested Procedure Incident to the Status of Insurance Agents Under the Federal Social Security Act and State Unemployment Compensation Laws." He outlined the procedure adopted by life companies which has resulted in favorable rulings from the tax department of the social security board and stated that this is the course that should be followed by companies that are either desirous of securing individual rulings or prefer to take advantage of those whose contracts are similar to theirs. He said that a company need not attempt to get an individual hearing if its agency contracts are like or very similar to those that have already secured rulings. He dwelt on the problems which confront companies in preparing data, factual and otherwise, which will meet with the approval of the federal bureau and the different state jurisdictions. Vice-president T. A. Sick of the Security Mutual Life of Lincoln, president of the institute, presided.

need for counsel and advice regarding the various forms of insurance which the public little understands. The agent alone can present a clear picture and teach the all-important lesson. We owe a debt of gratitude to life insurance agents for the thrift they have preached."

## Kenneth Ball with Reliance

The Reliance Life of Pittsburgh has appointed Kenneth R. Ball district manager in Chicago, with offices at 100 North La Salle street. He was engaged in life insurance conservation work from 1932 to 1937 with the cashier's departments of both the New York Life and the Northwestern Mutual. For the past year he has been engaged in personal selling and agency work with the Minnesota Mutual in Chicago.

Mr. Ball is widely known in yachting circles, being the owner of the sailing yacht "Aloha," winner of eight trophies in 1937, including first places in the Saugatuck and Michigan City races. The "Aloha" was also an entrant in the famous Mackinac Island race last year. As commodore of the Great Lakes Cruising Club, Mr. Ball is the youngest yachtsman to hold that office in its history. He is also a member of the Columbia Yacht Club.

The Reliance's Illinois department under W. C. Peck, manager, showed an increase of 21 percent in new life, accident and health sales compared with March, 1937.

## State Life Highlights of Splendid Progress

**THE STATE LIFE of Indiana made splendid progress in 1937 . . . New Insurance paid-for increased 5% over 1936 . . . Insurance in Force made a gain to over \$193,000,000 . . . Income exceeded disbursements by more than \$1,300,000 . . . The Bond Account increased to \$5,550,000—no railroad or public utility bonds held, and no bond in default . . . Over \$2,300,000 new mortgage loans made, bringing total to \$16,000,000 . . . Mortality again favorable—under 58% of the expected . . . Payments to Policyholders and Beneficiaries for 1937 over \$5,000,000—\$2,750,000 to living policyholders—and total of these payments carried to \$116,000,000 . . . This Company of Strength, Security, and Progress continues to serve faithfully in its Forty-fourth Year . . . 1938 offers agency opportunities if qualified.**

THE  
**STATE LIFE**  
INSURANCE COMPANY

Indianapolis  
Indiana

FORTY-FOURTH YEAR . . . OLD-LINE MUTUAL



## Four March Birthdays



It seldom happens in one company that four ranking officials celebrate their birthday anniversaries in the same month. In the case of the Provident Life & Accident, however, this was true in March, which proved for the life and accident departments the largest month in its entire history.

A gigantic birthday cake was arranged at the close of March, with a background of many hundreds of cutout

candles which came from the field, signed by representatives and accompanying their applications.

Against this colorful background the four executives lined up for the picture, these being from left to right Dr. Chas. R. Henry, medical director; H. C. Conley, vice-president; President R. J. Maclellan and W. C. Cartinhour, vice-president and secretary, here shown ready to wield the big knife on the cake.

### Name Trustees for Stock of New Pacific Mutual Life

Selection of a board of trustees to hold and vote the stock of Pacific Mutual Life is announced by Commissioner Carpenter of California.

"As permitted by the insurance code of California, I have created a voting trust in which is vested the voting powers of the capital stock of the company, reserving the beneficial interest in such stock to the insurance commissioner as conservator or liquidator of the old company," Mr. Carpenter said.

#### Personnel of New Board

"The trustees are: Wallace M. Alexander, Harvey S. Mudd, Victor H. Rossetti, Dr. Rufus S. VonKleinsmid and Mr. Carpenter, exofficio.

"Mr. Alexander is chairman of Alexander & Baldwin of Honolulu and San Francisco, and is a trustee of Stanford University.

"Mr. Mudd is a Los Angeles mining engineer, identified with the direction of the California Institute of Technology, Huntington Library, Southwest Museum and chairman of Claremont Colleges.

"Mr. Rossetti is president of the Farmers & Merchants National Bank of Los Angeles.

"Dr. VonKleinsmid is president of the University of Southern California.

"The establishment of this trusteeship," Mr. Carpenter asserted, "insures for the future to the company and its policyholders, as well as to those interested in the plan of rehabilitation and reinsurance, a long range plan for the conservative management of the company's affairs, and the resultant benefits to all incident to such a program. It is

### Program Is Completed for Chicago Sales Congress

Program has been completed for the sales congress of the Chicago Association of Life Underwriters in Hotel Sherman all day April 19. Outside speakers include O. Sam Cummings, president National Association of Life Underwriters, "Responsibilities and Opportunities;" W. J. Tucker, Travelers, Beloit, Wis., "Emotional Appeal in Life Underwriting;" C. V. Anderson, special agent Provident Mutual, Cincinnati, and past national president, "Income Options Increase Income;" R. G. Engelsman, Penn Mutual, New York, member Million Dollar Round Table, who will conduct an open forum discussion on "Sensible Selling," and Miss Beatrice Jones, assistant agency manager Equitable Society, New York, "Reckon We Better."

Lloyd Lafot, inspector of agencies, New York Life; Samuel Lustgarten, Equitable Society agency manager, and S. D. Risley, assistant superintendent of agencies, Metropolitan, all of Chicago, will speak at the morning session.

The general agents and managers division will hold a stag dinner in the evening at which Messrs. Cummings and Engelsman will speak.

a step not dissimilar to that taken by many large mutual life insurance companies in the past.

"The trustees are pledged to faithfully carry to conclusion the agreements under the plan of rehabilitation and reinsurance recently approved by the supreme court of California."

Read *The Industrial Salesman*, \$1 a year. 420 E. Fourth Street, Cincinnati.



## Prospecting Pays Its Own Way

*when multiple lines interlock*

Accident and Health Insurance pays more than extra income. It opens doors to life, group and salary savings insurance sales. It's a tongue-and-groove addition to your life insurance selling plan; it completes your selling program just as it completes your prospects' personal insurance program.

Multiple lines interlock. Case examples show how General American Life's complete line of Accident and Health policies not only augments income but adds power to your presentation of other lines.

## GENERAL AMERICAN LIFE INSURANCE COMPANY

WALTER W. HEAD, *President*  
St. Louis, Missouri

### MULTIPLE LINES

Participating • Non-Participating •  
Salary Savings • Juvenile • Sub-  
Standard • Annuities • Commercial  
Accident & Health • Group Life • Whole-  
sale Insurance • Group Accident and  
Sickness • Group Accidental Death and  
Dismemberment • Group Hospitalization



## Airlines' 1937 Death Rate Shows No Change from Past

**Pearce Shepherd Says Good Experience of Pan-American Auspicious for Transatlantic Flying**

NEW YORK—The death rate per 100,000 passenger miles worked out to a little more than nine cents for 1937 for commercial airlines, according to Pearce Shepherd, assistant actuary Prudential and a member of the Actuarial Society's aviation committee, who spoke at a luncheon meeting of the H. L. Wolford agency of the Prudential, New York City.

The 1937 rate, he said, was about the same as the rate for 1936 and for 1934, indicating that there has been little real improvement. The 1935 rate of a little more than four cents was apparently too good to be true and represented too great a fluctuation from normal to be given much weight in fixing rates.

### Pan-American Record Good

Mr. Shepherd remarked on the good experience of the Pan-American Airways, saying it is particularly significant, in view of the increase in transoceanic flying, that is to be expected. While appraisal of the aviation hazard for life insurance purposes is being based more and more on the number of hours flown, actuaries and underwriters are still interested in the number of takeoffs and landings as a check on the accuracy of other measures of risks.

In underwriting army and navy fliers, it was formerly felt that a period of greater hazard was over after they had done 400 hours of solo flying, but cur-

rent indications are that there is still a considerable hazard even after 400 hours and that this extra hazard exists until about 800 solo hours have been flown, which is the equivalent of about three years in the air service, Mr. Shepherd said.

### Academy Graduates a Problem

How to underwrite West Point and Annapolis graduates is getting to be more of a problem from an aviation point of view, Mr. Shepherd said, because so many graduates go into aviation a short time after graduation. The only reasonable way to underwrite them appears to accept them with an exclusion clause, he said. Some of these men go into the air service even after having been out of school as much as six years.

Another group requiring a similar underwriting exclusion is the navy aviation cadets. These men are taken in and trained and then expected to leave the service to go into some branch of civil aviation.

W. L. Jack Nelson, production manager United States Aviation Underwriters, predicted a great increase in commercial flying as being the best way of traveling distances of 100 miles and more.

### Advertising Gathering

NEW YORK—An executive committee meeting of the Insurance Advertising Conference has been called for April 19 at the Hotel Roosevelt. The meeting will begin with a luncheon at 1 p. m.

The annual spring meeting of the conference will be held in May and plans for that convention will be formulated and adopted at the executive committee meeting. A. A. Fisk, Prudential, is president.

## Honor Sun Life Manager on His 25th Anniversary



ERNEST W. OWEN

DETROIT—Head office executives, branch managers from surrounding states and managers for other companies joined with the agents, their wives and office staff of the Detroit branch of the Sun Life of Canada at a banquet honoring Ernest W. Owen on his 25th anniversary as Detroit manager.

During the dinner a huge anniversary cake aglow with 25 candles was wheeled in while the ballroom was darkened, and Mr. Owen cut the first slice from the

large three-deck cake. W. Scott Heim, agency assistant, read extracts from congratulatory letters and telegrams, more than 100 of which had arrived, and introduced J. S. Ireland, superintendent of agencies, who acted as toastmaster.

### Ireland Pays Tribute

Mr. Ireland paid high tribute to Mr. Owen's qualities both as a manager and as a man. C. A. Macauley, Michigan state agent for the John Hancock, spoke for the Detroit general agents and managers and D. J. Scott, Sun manager in Chicago, spoke for the Sun Life branch managers throughout the world.

W. S. Penny, director of agencies of the Sun Life, said that on March 1, 1913, when Mr. Owen became manager of the Detroit branch, the company was doing business in but five states. It now has agencies in 40 states. The business paid for by the Detroit branch in 1937 was almost exactly equivalent to the entire volume written by the company in the United States in 1913.

Only two of the original agency force that greeted Mr. Owen when he took charge 25 years ago are still in the agency—H. W. Tryloff and D. R. Bennett. Mr. Tryloff, district manager in Mt. Clemens, spoke for the agency force of the branch and the office staff, presenting a huge silver loving cup suitably inscribed, while Mrs. Philomene Altman, leading woman producer of the agency, presented a silver cuff-link set on behalf of the women's division.

### Born in England

Mr. Owen was born in Manchester, England, of Welsh parents, on Jan. 19, 1879. At the age of 15 he went to Canada, working on farms and in lumber camps until 1907, when he joined the company's agency department in Montreal. He later entered the field in that city and in 1909 was made manager of the Calgary branch, having two agents under him. He built up the branch rapidly and one of his proudest possessions is a letter from a head office executive telling him to keep business down because the company could not assimilate so much new business from his territory.

He took an active part in associational work after coming to Detroit and in 1916 served as president of the Life Underwriters Association. He served in France during the war. In 1924 he became National association committee-man from Michigan and in 1925 was president of the Associated Life General Agents & Managers. He was elected secretary of the National association in 1928 and again in 1933 and has been a member of the board of trustees since 1924.

### J. B. Clark Honored

BOSTON—J. B. Clark, who heads one of State Mutual's two Boston offices, was honored by his agency and the home office April 1, when a dinner was held in recognition of his 25th anniversary with the company. Mr. Clark, who started with State Mutual in 1913 as a personal producer, became general agent Feb. 1, 1922. Hosts at the party were the sales force. R. E. Morrison, leading producer of the office, acted as toastmaster for the 27 agents and guests. Applications were held back during the week preceding the celebration and, after dinner, as an additional token of esteem, the toastmaster presented Mr. Clark with \$200,000 of applications written during that period, \$119,000 of which was paid for.

Home office guests who attended were: President Chandler Bullock; Stephen Ireland, vice-president and superintendent of agencies; R. B. Gordon, vice-president and supervisor of applications; I. T. F. Ring, general counsel; Secretary N. P. Wood, C. R. Fitzgerald and R. C. Guest, actuaries, and Dr. H. H. Amiral, medical director.

A magnificent bunch of 25 American Beauty roses, gift of the girls in the office, was placed on the dinner table opposite Mr. Clark's seat.

# PROPERTY MANAGEMENT DIRECTORY

\* The property management firms whose names are shown on this page have been selected after careful investigation. They have the recommendation and endorsement of The National Underwriter.

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Specialists in

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## Mutual Benefit Not to Curtail Settlement Options

### Broadening Service in New Forms, E. E. Rhodes Tells Edgewater Park Convention

EDGEWATER PARK, MISS.—Contrary to the current trend toward curtailing the liability of settlement option privileges, the Mutual Benefit Life is broadening this service in its new policy forms, Vice-president E. E. Rhodes told delegates to the annual convention here. Outlining the new contracts, Mr. Rhodes said they embody several advances over the present form of policy.

President J. R. Hardin in his opening address also stressed the company's history of liability in dealing with policyholders, saying that the flowering of this development is the present-day contract coupled with an agency program "designed not only to promote production and conservation but even more markedly to improve the equipment of men in the field and thereby increase their financial opportunity."

### "Settlement Options Too Valuable"

Vice-president Rhodes' statements about the new policies and the Mutual Benefit's continued liberality on options reaffirm the company's stand which he outlined earlier in the year to the effect that settlement options are far too valuable an adjunct to the great service of life insurance to be scrapped or curtailed for reasons of expediency.

"Next to non-forfeiture," he said, "I regard our settlement option service as the greatest thing that has been developed in life insurance. It has made the purpose of life insurance secure."

H. G. Kenagy, superintendent of agencies, emphasized that selling can be fun. "It is very nearly true," he said, "that you can measure the success of a life insurance man by the amount of happiness he finds in his work. Our job as an agency department is to make it possible for every member of the company's field force to earn a good living and have a grand time doing it."

"One fieldman told me with a great deal of satisfaction that never before had he been so happy at his work," said Mr. Kenagy in sketching the success of the advanced training program which the company has pursued for the last year. "This man told me that not long ago he dreaded to go to bed at night because he knew that in the morning he would have to get up and go to work at a job he didn't like. Now he says he can hardly wait for each day to begin."

### Fidelity Mutual Actuary Dies

PHILADELPHIA — James Brown Franks, actuary of the Fidelity Mutual Life for the past 24 years, died at his home in Mt. Airy. Mr. Franks, 80, was born in Anderson, S. C., and educated at Wofford College. He joined the Fidelity Mutual Life 41 years ago and was made actuary in 1914. He was a member of the Actuarial Society of America, the Academy of Social and Political Science, and the Pennsylvania Academy of the Fine Arts.

### Hearing on Reinsurance

ST. PAUL, MINN.—Commissioner Yetka has set May 3 as the date for a hearing on the application of the Modern Life, St. Paul, to reinsure the business of the American Annuity and the National Thrift, both incorporated in Nebraska.

### Nolen District Manager

E. D. Nolen, former district manager at Austin, Tex., and supervisor at San Antonio, has been appointed district manager at Corpus Christi, Tex., for the Reliance Life by Bert Perry, southwest Texas branch manager at San Antonio.

## Will Preside Over the Insurance Conference

WASHINGTON, D. C.—The insurance group of the United States Chamber of Commerce will muster in Washington, D. C., May 3. O. J. Arnold, president Northwestern National Life, who is a director of the chamber, will be chairman. The speakers will be W. B. Daly, general manager Anaconda Copper Mining Co. of Butte, Mont., who will speak on "Reduction of Health and Accident Hazards in Industry." Attorney H. O. Wise of Milwaukee will speak on "Strike and Riot Insurance Today." Automobile insurance legislation will constitute a theme for discussion, being led by President S. Bruce Black of the Liberty Mutual of Boston.

### Philpott Files Against Read

OKLAHOMA CITY—S. W. Philpott, former secretary of the state insurance board, has filed with the state election board as a candidate for the nomination for insurance commissioner at the primary in July. Mr. Philpott resigned several months ago following

disagreements with Commissioner Read as to policies that should be followed.

### Mrs. Joseph Is Honored

Mrs. Lillian L. Joseph, New York City, was the guest of honor at a luncheon given by President James A. Fulton of the Home Life of New York for being the leading producer in this area. Mrs. Joseph is connected with the Joseph agency, A. J. Joseph, the general agent, being her husband. Guests at the luncheon included members of the Joseph agency and Mrs. Joseph's clients. Mr. Fulton talked on the future of American life insurance, pointing out how life insurance has been the requirement for security that early generations of Americans had in their farms and tangible property.

### N. Y. Industrial Bill Signed

ALBANY—Governor Lehman of New York has signed a bill prohibiting industrial life companies from making any contract providing that the company shall charge against the compensation of agents any amount as the result of the surrender for cash of any industrial policy or the lapse of any industrial policy that has been in force three years or longer.

## Prudential Conference to Be Held Last Part of April

NEWARK, N. J.—The annual business conference of the Prudential will be held at the home office April 25-27. The opening session on Monday morning will be attended by the members of the supervisory field staff from this country and Canada. They will be welcomed by President E. D. Duffield and other executives who will also address them.


A number of meetings are scheduled to be held during the period which will close the evening of April 27, with a dinner at the Commodore, New York City. The speakers on this occasion will be A. Harry Moore, governor of New Jersey, and Dr. Frank Kingdon, president of the University of Newark.

### North Carolina State Meeting

An agency conference was held by the North Carolina agency of the Massachusetts Mutual Life in Greensboro. Officials attending the meeting included Chester O. Fischer, vice-president; E. Lloyd Mallon, assistant director of agencies, and Alvin T. Haley of Greensboro, general agent for the state.

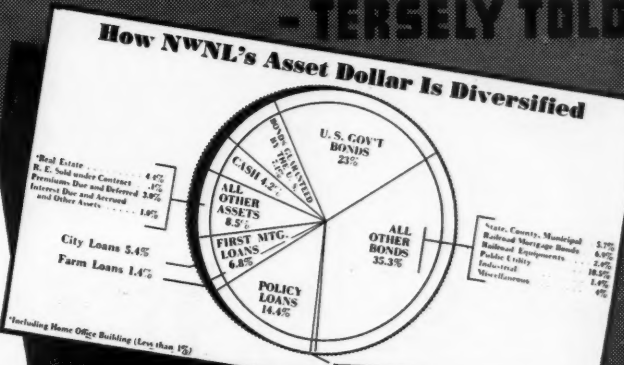
# Telling Points

## - TERSELY TOLD




**TELLING POINTS**  
- tersely told

**How NWNL's Asset Dollar Is Diversified**



**IT COULDN'T HAPPEN**  
But If It Did—



It is, of course, inconceivable that all the policyholders of a life insurance company should, at one time, demand their maximum surrender values—guaranteed cash or loan values, dividends and policy proceeds left with the company, premiums paid in advance, etc.


If, however, NWNL had faced this impossible contingency at any time during the depression, the Company's bonds, sold at market prices, and cash on hand, alone would have been more than sufficient to have paid every such demand in full, leaving many millions in other sound assets untouched.

On December 31, 1937 the market value of NWNL's bonds and its cash on hand exceeded such demands by more than 25 per cent.

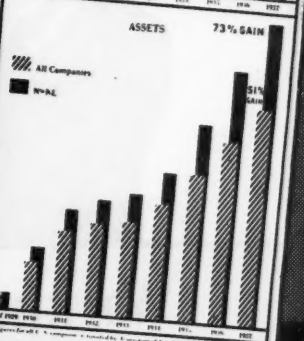
**"TELLING POINTS"**  
is a booklet of facts about NWNL highlighting various phases of the Company's record in simple, visual style. The 1938 edition of "Telling Points," from which the pages here reproduced were taken, is now in the hands of NWNL fieldmen, who annually find it one of their most effective selling tools.

**EIGHT SIGNIFICANT YEARS**  
Relative Rates of Growth

**INSURANCE IN FORCE 28% GAIN**



**ASSETS 73% GAIN**



# NORTHWESTERN NATIONAL LIFE INSURANCE COMPANY

O. J. ARNOLD, President

STRONG
Minneapolis, Minnesota
LIBERAL

## Ohio Association Meet in Cleveland Is a Big Success

(CONTINUED FROM PAGE 3)

their obligations to the government. So far the measure has been unsuccessful. Insurance agents should know their laws and be able to talk about them intelligently to their clients, said Mr. Anderson.

Robert A. Taft, Cincinnati attorney and son of former President Taft, spoke on "The Place of Life Insurance in the Economic Life of America." It was broadcast over radio station WGAR.

Ray Hodges, past president of the Ohio association, was chairman of the afternoon session. The talking picture, "How to Make a Life Insurance Presentation Stay Presented," was shown.

Charles J. Zimmerman, Chicago general agent Connecticut Mutual Life and secretary of the National association, spoke on "Getting Action."

At the banquet Nate Schmid, sales manager of the Woolson Spice Company of Toledo, discussed "Psychology of Personality." He set forth a philosophy of life which decries pessimistic

thoughts, dissatisfaction, and "the man who never had a chance." "Every person will have his day if he will but work hard and act his part—try to be the best in his field of endeavor. You can over-ride your handicaps with the will to do." Business is good for those who will make it so.

Raymond E. Kennedy, Akron, vice-president of the Ohio association, was chairman at the final session. Walter H. Saitta, Baltimore manager Metropolitan Life, spoke on "Producing a Substantial Volume Through a Large Number of Applications." William P. Worthington, superintendent of agencies Home Life of New York, discussed "Estate Planning" and told of his company's experience in creating and using effective presentation methods in promoting planned programs.

In a resolution adopted at the final session George A. Bowles, president of the National Association of Insurance Commissioners, was commended for the appointment of an insurance publication committee to investigate and report the activities and purposes of experts, research insurance bureaus in order to check the unfair publicity being given life insurance.

Another resolution paid tribute to Superintendent Bowen and his work in

checking the "transgressions of those who seek to operate against public interest in the sale of unlicensed life insurance."

Special tribute was paid to George Thobaben, secretary of the Cleveland Life Underwriters Association, for his untiring efforts.

The Cleveland C. L. U. chapter held a reception for visiting C. L. U. members.

### Breakfast Meetings

Breakfast meetings were held by several groups. General agents, managers and superintendents met with Lawrence McDonough, president of the Cleveland general agents group, presiding. Guy D. Randolph, Cincinnati, general agent New England Mutual, spoke on the selection and training of insurance men. He tries to pick men who have the ability to be C. L. U.'s in two or three years. This leads more to the college trained man. He interviewed graduation classes but found that period a competitive one and has found it far better to interview college juniors, thus giving them a chance to alter their courses during their final year and take special subjects to better fit them for insurance. The analysis of Princeton graduates, which provides a comparison

of earnings in different fields of work, places insurance in an advantageous position and has been found a big help in getting college men to enter the insurance field.

At the supervisors' breakfast meeting, Frank A. Gold presided, at a round table discussion on how to get good men, experience with college men, the success of men coming in without contacts, and similar questions.

Ethel M. Wood, Equitable of Iowa, presided at the breakfast meeting of the women underwriters. Each one present offered her best selling idea of the year. Helen B. Rockwell, National Life of Vermont, Cleveland, outlined plans for the women underwriters at the Houston convention, including a trip to Mexico. She also spoke on the qualifications of the Quarter Million Dollar Round Table of the National association which will hold a dinner meeting at Houston on Sept. 19. This will be followed by the regular women's all-day session.

Paul S. Miller, Cleveland office manager of the Penn Mutual and president of the Cleveland Life Agency Cashiers Association, presided at the breakfast meeting for cashiers and office managers. About 20 were present. The cashier's association movement was discussed, and an open forum held on various problems.

A group breakfast meeting of "group" men was also held with William H. Burlingame, Sun Life of Canada, Cleveland, as chairman. Plans for organizing a group body in Cleveland were discussed and it was decided to hold another meeting in June with probably subsequent meetings every three months.

## Pink Comments on Policy Loans in New York State

(CONTINUED FROM PAGE 3)

law the fixed interest rate carried through the entire life of the policy which might be ten, twenty or thirty years. The sliding scale proposed by the department is based on the income from high grade bonds and 1 percent is added to take care of the expenses of the company due to the large amount of detail in making policy loans, many of them in small amounts.

"If it is left to the legislature to fix the maximum which may be charged, there will always be a tendency to lower interest rates but it will be difficult to get them increased when conditions justify it as it is an unpopular thing to do. The sliding scale proposed by the department would have been almost automatic and would have provided a fair rate of interest at all times.

### Amendment Recommended

"I recommended the present amendment in view of the failure of the life companies to cooperate in the department's plan. But I am still hopeful that the legislative committee and the companies will give serious consideration to the possibility of enacting some plan for a sliding scale in the final draft of the code as a permanent solution to the problem. The relief given to policyholders by the bill is in large measure due to the efforts of its sponsors."

The idea of a fluctuating rate of interest is not altogether new with the department since Senator Livingston in 1935 offered a bill while he was in the assembly providing that the rate of interest would be not to exceed 1 percent more per annum than the interest rate paid to policy owners during each preceding year on moneys left at interest with the company.

### N. J. Insurance Lawyers Organize

The New Jersey State Bar Association is organizing an insurance section. J. C. Paul of Newark is receiving applications for membership. The first meeting of the section is to be held in Atlantic City June 3.

*Jeffersonians!* Your Cooperation for  
\$400,000,000  
in force end of  
1938!



**Working together—Success is Sure**

**JEFFERSON STANDARD LIFE INSURANCE COMPANY**

JULIAN PRICE - PRESIDENT

GREENSBORO, NORTH CAROLINA



### Announce Dinner Speaker for Davenport Congress



FRANK T. McNALLY

Frank T. McNally, general agent for the Massachusetts Mutual Life in St. Paul, will be the dinner speaker at the banquet following the sales congress in Davenport, Ia., April 23. He is an accomplished speaker and is noted for his after dinner appearances.

Charles Sessions of the New York Life in Davenport is the winner in point of volume of the three months contest that was open to agents in Iowa and Illinois outside of Chicago. He will be introduced to the audience at the sales congress. He is secretary of the Davenport association.

C. J. Bogard, special agent for the Bankers Life of Iowa in Sioux City, Ia., was the winner in point of number of lives during the contest period. He paid for 43 lives. His expenses will be paid to the congress and he will be introduced.

### Emphasis on Needs Declared Most Profitable Sales Plan

(CONTINUED FROM PAGE 2)

erty to do for him. (2) Find out what property he has with which to do this job. (3) Find out what the prospect thinks he is going to do or has done with this property. (4) Bring the answers to the first three questions into common sense relation and make the practical suggestions to carry out the prospect's answer to No. 1.

After Mr. Cummings had given the principal address, examples of approaches were presented by Christian Carr, Prudential; Clifford Bennett, Travelers; Glenn Gaskill, Mutual Benefit, and J. C. Snyder, Metropolitan. Mr. Bennett in his approach explained the desirability of making a will and of presenting difficulties that would arise if both the husband and wife should die in the same accident.

Mr. Gaskill's approach may be summarized, "A man of your intelligence has long appreciated the desirability of creating an estate. Two tests may be made of that estate. Is it a good estate to die with? Is it a good estate to live with? I assume that you have done a good job on both counts, that you have selected a capable life insurance man as carefully as you select your doctor or your lawyer, and that he has checked all of your policies to make sure you have taken advantage of all the policy provisions which may be used for your benefit; that he has checked with you the legal requirements of state and nation to conserve for you what the law permits. At your age, Mr. Prospect, you have about two chances of living to one of dying before retirement age. Therefore, would it not be wise particularly to check your estate to see that it is a good estate to live with?"

### State Mutual Life Leading Agencies Given Dinners

Stephen Ireland, vice-president and superintendent of agencies of the State Mutual Life, and Secretary Wood, sponsors of two of the five teams into which agencies were divided in a nation-wide contest in March, already have held the dinners which each promised the agency in his group which showed the highest percentage of paid business to quota taken for the month. All other winning agencies also will be guests in their own cities of their particular sponsors. In April and May President Chandler Bullock, Ross B. Gordon, vice-president and supervisor of applications, and General Counsel I. T. F. Ring will be hosts to the G. H. Moore office, Pittsburgh; R. H. Denny agency, New York City, T. F. Hazen, Jr., office, Knoxville, respectively.

#### Baxter Agency First

The H. H. Baxter office in Rochester was first in the winning group, paying for the highest percentage, 178 percent of quota among Mr. Ireland's agencies. Runner-up was the G. F. Robjert office, Boston, with 161 percent of quota. Mr. Ireland was host to the Rochester group in the agency city on April 6; and Mr. Wood entertained the Worcester Ayres office, which topped all entries in his group as well as all other entries in the race, with 229 percent of paid quota, at the Worcester Country Club on the evening of April 5.

Dates have been set in April and May for sponsor dinners in Pittsburgh, New York and Knoxville, those offices having led their groups by 133 percent, 136 percent and 162 percent respectively.

### Favorite Broker Bill Given Approval by Governor

ALBANY—Governor Lehman has approved the bill to prohibit an officer, trustee or director of domestic life company from requiring the borrower on mortgage to negotiate insurance on property through particular insurance broker.

The governor vetoed the bill making it a misdemeanor for an officer of a lending agency to require placing of insurance through a particular broker, and the bill to prohibit a life company from requiring the placing of insurance through a particular broker as a condition precedent to a mortgage loan.

He has approved the bill reducing from 20 to six years the period for actions on bonds and mortgages under the statute of limitations.

Governor Lehman has approved the bill permitting group life insurance covering members of a duly organized association of civil service employees, numbering not less than 5,000. Six percent of the members must be insured.

In conformity with the favorite broker act, prohibiting a lending institution from designating a particular broker with whom fire insurance is to be placed as a condition of the loan, the Metropolitan Life has notified owners of properties on which it holds mortgages that from now on they may select their own brokers if they desire.

The company specifies that coverage must be in companies in good standing, licensed in the state where the property is located, and having a paid-in capital and surplus of at least \$800,000, of which at least \$300,000 must be surplus. All policies must contain the New York standard mortgage clause (without full contribution) in favor of the Metropolitan; uniform forms, with the usual privileges of effecting other insurance, to make alterations and repairs beyond a period of 15 days, and to remain vacant for a period of longer than 10 days; lightning clause. Insurance written for a reduced amount or subject to any co-insurance clause other than used in the policy to be renewed will not be accepted without previous approval by the Metropolitan. Policies must reach the company at least five days before expiration of current insurance.

## The Power of YOUR Signature



*The power of a signature was never more dramatically portrayed than in this study by Dean Cornwell, for the Lincoln National Life Insurance Company, of Lincoln signing a national proclamation.*

**YOU** can enjoy peace of mind the rest of your life—  
by signing your name! You can protect your loved ones against want and fear—regardless of what may happen to you—by the power of your signature. With the aid of a 5-Star Annuity policy calling for only a small portion of your income you can *instantly* guarantee the safety of your family—as well as your own independence at retirement age. This fine policy fits every income—every personal need. Ask your Lincoln representative for full particulars. Or write us.

**More than \$950,000,000 Insurance in Force**

From The Saturday Evening Post Advertisement of April 9.

THE LINCOLN NATIONAL LIFE  
INSURANCE COMPANY



FORT WAYNE, IND.

ITS NAME INDICATES ITS CHARACTER

## EDITORIAL COMMENT

### Is Business Life Fixed at Forty?

AN executive made a remark the other day which was rather astounding in that he said that unless a man was well fortified in his work or position by the time he is 40 years of age he will be greatly handicapped thereafter in getting on a firm foundation. The executive stated that he had noticed that men who have not a firm grip on their work and job by 40 found it difficult sledding later on. Most of those out of employment in insurance, he finds, can be put in the category of those who have not been well entrenched at that age. He did not say that a man needs to be firmly and irretrievably tied at age 40 but it is desirable, if possible, to have become identified with some office or organization by the time one reaches 40, as that has given him quite a long time of employment and if his record is satisfactory his employer has a moral obligation toward him in case of disability or old age.

Perhaps the age of 40 is too young on

which to draw the deadline. Today undoubtedly employers are seeking men of younger years although in our opinion there is much of value in those that have reached age 55. Employers hesitate, however, to take on men of older years because they fear oncoming disability, a slowing down in activity and certain weaknesses approaching.

Perhaps we do not appreciate as we should the necessity of having established a record for ability and service in one's business so that in case of any emergency, little difficulty would be found in getting reestablished. It is a fact that men of 50 years or over, who lose their positions, find it extremely difficult to get reemployment unless they are outstanding in what they have accomplished. Therefore it certainly behooves the younger men to bend every effort to get themselves established in no uncertain way by the time they have reached life's meridian and before weaknesses of old age become apparent.

### The Genius of Reaching Sound Conclusions

IF THERE be one superior cause for higher success, speaking from a commercial and strictly business standpoint, we should say that the ability to exercise good judgment and the possession of sound common sense loom up far into the skies. There are plenty of men who may be resourceful in ideas but who have not the ability to tell which will likely be successful and which not. The power of good judgment means the genius for making a profit for one's concern or enterprise. Furthermore the exercise of sound common sense constitutes one of the great attributes of a successful administrator. Many people display a lack of judgment even in small matters. That is an indication that they will be weak when it comes to greater ones.

Why is it that some people reach the top of their organization or at least find themselves in key positions? Analyze the factors that have developed them and one will find the old-fashioned virtues of industry, faithfulness, conscientiousness, determination, grit, courage, and yet one may have all these and lack the bright gem of good judgment. The power to decide achieve is the characteristic that takes a man to the higher rungs of the ladder. There are many people in organizations who hesitate to make decisions. They endeavor at all times to throw the responsibility on someone else. They will never make successful supervisors of men.

Therefore, in our opinion, young men need more than ever to study the means that will best develop their sense of sound judgment. Given certain conditions, what is the probable future? What should be done under this condition or that? There is no one who is infallible. All will make mistakes in judgment but the judicial mind coupled with sound common sense, while to some extent may be inherited, yet certainly can be greatly cultivated and improved.

### Desirability in Promoting Company's Men

MORE and more life companies are finding it decidedly advantageous to promote their own men when they have district or general agency vacancies. In years past general agents were very reluctant to give up a successful man for such promotion and hence a company was wont to go outside its ranks and pick someone from another company.

As time has gone on, officials have become convinced that they should have in the making managerial and general agency timber that can be used at any moment. They realize that a good producer may not be a successful general agent. They do appreciate the fact, however, that the training should be in the field and therefore that a man should

be at least a fair success in personal solicitation. However, he should have had also some ground work in recruiting agents, looking after them, managing, etc. The plan naturally is to make him a supervisor or unit manager. A man thus schooled has the advantage of knowing his company, its contracts, the head office, the setup of the company,

record of the officials, etc. He does not have to get his bearings. He is already primed for action. Those that have been promoting their own men find that there is an advantage in letting men down the line know that they may be on the road for promotion if they can qualify and have the characteristics to make a successful administrator.

## PERSONAL SIDE OF BUSINESS

**John C. Cattanach**, 60, long connected with the legal department of the National Life of Vermont, died following a short illness. He joined the company in 1908 and was for some time clerk of the executive committee.

**P. T. Allen**, general agent of the Northwestern Mutual Life at Buffalo, has been elected a director of the Buffalo Industrial Bank. He has been a resident of the city since 1925.

**Michael C. Olsen**, 30, district manager of the Old Line Life of America at Menominee, Mich., carried every precinct in the municipal election to defeat the present incumbent mayor who was seeking reelection.

**T. B. Winters** and his son, **John H. Winters**, of the Columbus agency of the Mutual Life, have been designated to attend the company's field club convention in San Francisco in June. T. B. Winters has qualified 16 times and he and his son make the only father-and-son combination to attend the convention this year.

**Claris Adams**, president Ohio State Life, spoke at the annual Founders Day banquet of the Phi Delta Theta fraternity in Columbus, O.

**Paul Graham**, district manager American Reserve Life at Omaha, is bereaved by the death of his wife after an illness of six months.

**Henry Stevens**, Toledo agency Ohio State Life, has completed 4½ years of consecutive weekly production.

**S. H. Benbow** of Kalamazoo, Mich., who is conceded to be the oldest active life insurance man in Kalamazoo and also is said to be the oldest representative of the Northwestern Mutual Life, observed his 85th birthday. He has represented the Northwestern Mutual since 1888, closing a case on his first day in the business. Since then he has placed more than \$5,000,000 of business.

**Frank H. Sykes**, vice-president and manager of agencies of the Fidelity Mutual, is devoting April to an agency tour which will take him to the west coast.

**Henry P. Reardon** died at his home in Springfield, N. J., after a week's illness of spinal meningitis. Mr. Reardon started in the casualty field in 1918 with the Aetna Life at the home office and eventually went to Newark. In 1926 he joined the Metropolitan Casualty there, and about a year later was made manager of the Newark branch. Several years ago he resigned and entered the life insurance field, and at the time of his death was with the New York office

of the Penn Mutual Life, operating in northern New Jersey. He was at one time president of the Casualty Underwriters Association of New Jersey.

**A. L. McCormack**, president of the Charles L. Crane Agency Company, St. Louis, and former president of the Central States Life, is a patient at St. Mary's Hospital there, suffering from a kidney stone. His physicians hope to avoid an operation.

Vice-President P. M. Fraser of the Connecticut Mutual presented to F. H. Hills of the cashier's department a medallion and gold bar in recognition of the fact that Mr. Hills had been employed by the company 50 years.

Celebrating the beginning of his 51st year of service, **W. M. McKercher** was honored by a dinner given by C. R. Garrett, general agent Northwestern Mutual at Sioux City, Ia. Gathered around the table were 14 agents most intimately associated with Mr. McKercher during his service, two of them, W. B. Whiting and Arthur Whitfield, with 30 years of service with the company to their credit. Telegrams were read from M. J. Cleary, president, Grant Hill, director of agencies, and others. Mr. Garrett presented Mr. McKercher with a 50-year service button, he being one of seven to receive such in the country.

**Harvey Wells** of Portland, Ore., who served as insurance commissioner of his state a good many years ago, is seeking representation in the lower house of the state legislature from Multnomah county.

**M. A. Linton**, president of the Provident Mutual Life, stopped off in Denver en route to the Pacific Coast to attend a company conference. He is accompanied by Mrs. Linton, Willard K. Wise, vice-president, and Mrs. Wise. Both Mr. Linton and Mrs. Linton are ski enthusiasts and they brought their skiing equipment with them. They went to West Portal, Cal., as guests and skiing companions of C. Earl Davis, Denver, president of the Colorado Association of Life Underwriters.

**Harry W. Stanley**, Wichita general agent Equitable of Iowa, was guest editor of the Wichita Beacon April 10, his editorial being on "The Rotary Club of Wichita." Mr. Stanley was founder and first president of the Wichita club some 28 years ago and was an early vice-president of Rotary International.

**L. G. Campbell**, of Oakland, Cal., was honored at a luncheon by President A. N. Kemp and other home office officials on his 35th anniversary with the Pacific Mutual Life. He was presented with a diamond studded service pin and

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his 22nd consecutive membership certificate in the Big Tree Club. When he started out 35 years ago Mr. Campbell evolved two plans to reach the prospect that otherwise might not be interviewed. He bought himself a bicycle and mapped out a certain section of the country adjacent to his home, securing the names of ranchers, mining men and factory workers residing there. He would board a freight train along with his bicycle and go to the nearest stopping point to the territory he wanted to cover. He would take a whole week for a trip with the result that he got much business.

W. L. Baldwin, vice-president of Colorado Life, has returned to the home office in Denver after a month's visit to the Pacific coast.

Eleven men in the Mutual Life agency in Buffalo, under the management of W. Merle Smith, have qualified for the California trip in the contest just ended. This agency is well ahead of last year's production.

Edward E. Brown, Penn Mutual general agent in Chattanooga, Tenn., has been appointed a director of the cham-

ber of commerce there, to fill the vacancy caused by the death of T. C. Thompson, Tennessee manager of the National Life of Vermont. Mr. Brown is also president of the Chattanooga Kiwanis Club.

J. J. Harrison, agency manager for the Union Central Life, Little Rock, spoke at a meeting of the Eastern Arkansas Young Men's Club at Jonesboro and also addressed a district meeting of the American Legion at Pine Bluff.

E. E. Shurtleff, vice-president of the Victory Life of Kansas, visited San Antonio, Corpus Christi, and other Texas cities with a view to establishing agencies.

Bradford H. Walker, president Life of Virginia, has made an extended tour of Texas, calling on managers and general agents and also inspecting investments.

Dr. C. E. Albright, Northwestern Mutual Life, Milwaukee, one of the nation's largest life insurance producers, presided as chairman at the meeting of the new Wisconsin state department of commerce in Madison, at which Governor LaFollette discussed plans for the new division.

## LIFE AGENCY CHANGES

### District Managers Are Named by Continental American

Several promotions in the field organization have been made by the Continental American Life, W. M. Rothaermel, vice-president in charge of agencies, announced. A. I. Covell has been made supervisor of the Robert Kruh agency, 60 East 42nd street, New York. A. L. Lindquist is now a district manager under the Philadelphia branch office, with headquarters at Norristown, Pa.

D. S. Vollrath becomes district manager under the Wilmington agency, with headquarters in Lancaster, Pa., and Ralph Benson district manager under the Baltimore agency, with headquarters in Rockville, Md.

Mr. Covell for some years has been a prominent agent in New York City connected with a large eastern company, and Mr. Lindquist formerly was assistant manager of the Norristown district for another company.

### Guarantee Mutual Appointments

Hugh W. Hutton has been appointed general agent by the Guarantee Mutual Life of Omaha for seven southern Kansas counties, with headquarters at Arkansas City. For the past year he has represented the Minnesota Mutual, having previously been general agent seven years for the Bankers Life of Lincoln. His office is in the Security National Bank building, Arkansas City.

The Guarantee Mutual has appointed Stanley Spragens of Cincinnati, general agent for Hamilton county and three adjacent counties in Kentucky. Mr. Spragens has represented the Guarantee Mutual for several years, and operates a large general insurance agency in the American building. He plans at once to add a well-organized life insurance department.

### Sullivan to Union Mutual

O. T. Sullivan, for some eight years agency superintendent of the United Life & Accident of Concord, N. H., has been appointed manager of the Bennington, Vt., agency of the Union Mutual Life of Portland. He has been in the insurance field 25 years.

### Stone Named at Peoria

Samuel Stone, district agent of the Franklin Life at Sedalia, Mo., operating out of the Guy A. Cowden general agency at Springfield, has been appointed general agent at Peoria, Ill. He succeeds W. W. Bassett, who has been

general agent in Peoria for about three years and is remaining in the office as a personal producer. William Stone, who has been an agent with his brother at Sedalia, was appointed special agent by the Franklin Life and will operate out of the Peoria office. Samuel Stone has been connected with the Franklin Life six or seven years.

### Waters with Northern Life

L. L. Waters of Lincoln, Neb., who has been appointed manager there by the Northern Life of Seattle, is a graduate of the University of Nebraska and has always lived in the city. He attended the University of Michigan and majored in actuarial science. Later he was vice-president of the National Assurance. He is a young man, 40 years of age, and has his office at 521 South 13th street.

### Johnson Rio Grande Manager

Harry W. Johnson, former football coach at the Raymondville and Weslaco, Tex., high schools and for the past six years agent in the Rio Grande Valley for the Western Reserve Life, has been appointed manager of the Rio Grande Valley agency of that company with headquarters in Harlingen, Tex.

### Keeton Returns to Lamar Life

J. B. Keeton, postmaster at Granada, Miss., has resigned to become district manager of the Lamar Life of Jackson in Granada territory. He was formerly in the life insurance business, starting in 1919 with the Lamar Life. He became district manager Oct. 1, 1923, and then resigned to be postmaster.

### Son Joins Johnson

Prior to the 27th anniversary with the Columbian National Life, Hal Johnson, Wichita, Kan. general agent, has announced that his son, Linden E. Johnson, has become associate general agent. The past three years Linden Johnson has been with the Skelly Oil Company in the sales and auditing department.

### Hogg Seattle General Agent

E. R. Hogg has been named Seattle general agent of the United Pacific. He formerly represented the Guardian Life.

### American United Appointments

F. J. Peters has been appointed general agent for American United Life in Seattle, Wash., with offices at 331 Republic building. John F. Hall, Tacoma, has been named general agent for Pierce county; W. Donahue, formerly with Mu-

What's the purpose of those premium dollars?  
Have you seen the FAMILY-NEEDS FORECAST?

TO MANY A FATHER, life insurance premiums seem merely a necessary expense related in some vague way to his family's future. His wife and children ought to have some protection, he knows that. But he has no clear picture of what actual needs the insurance will meet, or how.

But there are thousands of other fathers who know what each premium dollar is accomplishing. And you can know, when you've seen the remarkable new "Family-needs Forecast."

This Forecast makes available to all fathers "The Union Central Life's 73 years of experience with fatherless families. It shows you, at a glance, the responsibilities that may someday face your family. And it shows, almost to a dollar, what the life insurance you've now paying for could do about those needs.

Now you can foresee all seven needs: can plan to meet them most economically. If you had this Forecast you could plainly see how to distribute the premiums of your present insurance so that every dollar would go furthest, do the most good for your family. You could easily see whether there are any dangerous gaps remaining in your program, and understand how they might be filled more effectively, with least expense.

There is not the slightest cost or obligation involved in your use of the Family-needs Forecast. There is near you a Union Central Life representative, capable and understanding, who will be glad to show you how to use it. — how you yourself can check your life insurance against the actual needs it might meet suddenly here to meet. Just fill in and mail the coupon at the right — and

*I would like to see the Family-needs Forecast*

Name \_\_\_\_\_  
Address \_\_\_\_\_  
City \_\_\_\_\_

**The UNION CENTRAL LIFE Insurance Company**  
A \$200,000,000 INSTITUTION... FOUNDED IN 1867

## The FAMILY-NEEDS FORECAST makes the purposes of insurance clear... dramatic... vital

NO MATTER what excuse the prospect gives—his true reason for not buying is likely to be the lack of a real, deep-seated conviction that his family *must* have the protection.

And right there is where the new Family-needs Forecast does its biggest job. It jolts the prospect with an unforgettable picture of *seven different needs* that his family may have to face. And it shows him, in terms that leave no room for doubt, how many of those needs would be left uncared for by his present insurance.

Probably no more effective device has ever been developed for making fathers sincerely *want* more life insurance. In fact, say Union Central representatives, those prospects who don't buy after seeing the Forecast are the ones who *really* "can't afford it!"

**The UNION CENTRAL LIFE Insurance Company**  
CINCINNATI, OHIO

tual Trust Life, and H. Olson, formerly with Kansas City Life, will be general agents in Portland with joint offices in the Spalding building.

### Taft Heads Life Department

Merrill Taft has been appointed manager of the life department of Leedom, O'Connor & Noyes Co., Milwaukee, to succeed the late Roger A. Skinner. Mr. Taft has been with the Milwaukee office of the Travelers. Leedom, O'Connor & Noyes are general agents of that company but also represent five other life companies.

### Prause with Reliance Life

Carl T. Prause has been appointed district manager of the Reliance Life for a large part of lower South Carolina with offices in the People's building, Charleston. He has been in life insurance work there for some time and was formerly football coach at the Citadel, Charleston college.

### Chase Gove Unit Manager

The Acacia Mutual Life has appointed Chase C. Gove unit manager of its District of Columbia sales agency, to succeed the late W. B. Crossan.

Mr. Gove, formerly chief clerk and deputy assistant postmaster general at Washington, first became associated with Acacia in December, 1934, as an agent in its Washington office. He has had an outstanding production record from the beginning of his connection with the company and has been continuously a member of the William Montgomery Quality Club, Acacia's honor organization for its field men.

### Stuart Named Supervisor

W. S. Stuart becomes supervisor of the J. F. Slack agency of the Continental Assurance in Chicago. He will handle supervision and training of new agents. Mr. Stuart formerly was an agent of the Provident Mutual in St. Louis.

### Eldredge With Clark

Kenneth M. Eldredge, recently resigned as general agent for the Massachusetts Mutual in Boston, will become associated with the Paul F. Clark Boston general agency of the John Hancock Mutual Life. Mr. Eldredge has been with the Massachusetts Mutual since 1928.

### Lecky Is Seattle Manager

The Crown Life of Toronto has appointed H. C. Lecky state manager in Seattle, Wash., with offices at 1411 Fourth Avenue building. He was formerly with the company in Vancouver.

### Licensed in California

The Lutheran Mutual Life has been licensed in California with M. J. Baldwin of San Jose as general agent.

### AGENCY NOTES

**William E. Oakley**, formerly manager of the life department of O'Gorman & Young, Newark, has joined the W. H. Masterson agency of the Equitable Society in Newark.

**H. C. Holsinger** has been appointed general agent of the Ohio State Life at Newburg, W. Va.

**William H. Nelson** has been appointed assistant general agent in St. Paul, Minn., for the Massachusetts Mutual Life. He joined the agency in 1932.

**R. C. Burleigh** has been promoted to unit manager in the R. H. Lake agency of the Equitable Society in Memphis. He has been with the agency five years.

**Harry N. Wieting, Jr.**, superintendent of the Prudential at Columbus, O., has been transferred to Cleveland as assistant manager in the ordinary department.

**J. E. Bright**, well known personal producer in Buffalo, has joined the Buffalo National Gurnee Service group. He was formerly with the New England Mutual Life office.

## VIEWED FROM NEW YORK

By R. B. MITCHELL

### Writes Large Wholesale Case

**E. A. H. Tucker Makes Connecticut General President's Club Second Year in Business**

Edwin A. H. Tucker, who just placed one of the largest - premium wholesale cases ever written by the Connecticut General Life, is in point of service one of the three youngest members of the company's President's Club and has made a record of rapid progress since joining the Murrell (now the Larkin) agency in New York City in the fall of 1933. The average length of service of President's Club members is slightly more than 10 years. There were 49 who made the club in 1937.

Mr. Tucker, who is 30 years old, does not confine his solicitations to men of his own group, much of his business being with men considerably older. Most agents succeed, Mr. Tucker feels, by either selling their own personalities or their technical knowledge of insurance contracts. But neither of these approaches is of much use to the young agent trying to sell the more mature type of prospect. He has found the best way of breaking down the age barrier is to have complete confidence in one's ability to do a top-notch job of arranging a client's insurance setup.

### Doing Job Not Enough

It is not enough, Mr. Tucker believes, merely to do the best possible job that one is capable of. The client should be made to understand and appreciate all that has been done in taking care of his insurance situation—the particular benefits that have been obtained, the pitfalls avoided, and the satisfaction that the client has the right to feel as a result of having these problems taken care of.

When Mr. Tucker runs into a situation where the buyer's previous insurance has not been properly set up he makes the point that Mr. Prospect has been paying for the type of service he is now getting though up to now has not received it. From there it is but a step to intimating that Mr. Prospect may have friends whose insurance has been neglected and who are paying for service they are not getting. Many valuable names of prospects have come in this way.

### Likes Amateur Dramatics

Mr. Tucker goes in for amateur dramatics in Bronxville, where he lives, and has been able to put his histrionic ability to good use on more than one occasion in his business. The outstanding example was in the placing of a heavily rated case involving an annual premium of more than \$900. The prospect had led Mr. Tucker to believe that the only time he had talked to a doctor since childhood had been about a trivial matter of too much smoking. It turned out there was a good deal more to it than that.

"According to the information received during the investigation from the original medico, although Prospect avowedly made the visit merely to chat about Lady Nicotine he evidently hadn't done much of the talking, because he was too busy leaping from X-ray to cardiograph to fluoroscope," according to Mr. Tucker's story of the case in the current Connecticut General "Bulletin." "This, of course, had escaped his memory when he signed the applica-

tion. But it gave Agent an opportunity to pass the ball back again.

"Walking into Prospect's office, Agent led off and put him on the defensive by being the aggrieved party about the whole thing. After all, he said, one of the fundamental things dear to his heart was the establishment at the home office of a record for meticulous underwriting on his part. And now his record was sullied because Prospect hadn't told him all. No mention of the contract. Prospect was embarrassed to say the least, and went into a long explanation. Agent just sat. Prospect went right along, selling himself more and more in the process, and wound up asking if he was to be able to get any insurance at all.

"If you had been in Agent's shoes at that point you would have produced the contract and accepted check, wouldn't you?"

### Metropolitan's Housing Project

F. H. Ecker, chairman of the board of the Metropolitan Life, announces that the company has acquired the property of the Catholic Protectory, consisting of 120 acres on East Tremont avenue in the Bronx, lying on either side of Unionport Road, for an extensive housing development for families of moderate and low income. The property was acquired in conformity with the terms of a recent amendment of the insurance law authorizing investment of life insurance funds in housing projects.

The project will be under the general direction of George Gove as manager of housing projects for the Metropolitan Life. Mr. Gove has for the past 10 years been secretary of the New York State Board of Housing, and as such has been nationally recognized as an outstanding authority in the planning and operation of large-scale, low-rental housing.

### Banqueting Legion to Rejoice

A victory dinner is being arranged at the Hotel Astor, New York, April 28, by the joint committee for savings bank life insurance. This will be an occasion for rejoicing in the triumph of legislation permitting savings bank in New York to write life insurance. Guests of honor will be Senator Livingston and Assemblyman Piper, sponsors of the bill, and S. B. Heath of the New York "World Telegram," who wrote the

### Changes Base



HENRY LEVINE

Henry Levine, who has been for 12 years with the Equitable Society in New York City, being assistant agency manager for the Samuel Karsch agency there, now goes into the M. J. Hancel agency of the Continental American Life in New York City to take charge of a full time department. He is regarded as a man of fine ability and enterprise.

series of articles blasting industrial life companies.

Other specially invited guests are Superintendent Pink, Paul Taylor, who has been appointed deputy to take charge of the bureau of savings bank insurance, Governor Lehman of New York, and Governor Cross of Connecticut.

### Wells Agency Hits New High

In pleasing contrast to the generally gloomy production reports for New York City agencies for March, the E. T. Wells agency of the National Life of Vermont did the largest business in its history, going above \$1,000,000 for the first time. The March total was \$1,023,000, which includes no annuity business.

During part of the month Mr. Wells was away on a vacation trip to Mexico City and the agency made an added effort to get all possible business paid for by the time he returned.

The Leyendecker-Schnur agency of the Guardian Life of New York was also an exception to the depressing New York City sales picture, paying for almost \$1,000,000 in March.

### Washout Failed to Stop Hull

Crossing a washed-out bridge on a railway handcar enabled R. B. Hull, general counsel National Association of Life Underwriters, to keep his speaking engagement at Mobile, Ala., on a recent southern trip. When Mr. Hull got out of his train to find out why it had stopped he saw that one of the bridge abutments had been washed away leaving the rails hanging in the air. Some of the ties had been torn away, making it impossible to walk across.

Mr. Hull negotiated with the train conductor for a handcar to come across the bridge from the village on the other side of the trestle. The conveyance took him to the village, where he hired an automobile for the 130 miles trip to Mobile, where he arrived an hour before his scheduled meeting. The train, with Mr. Hull's baggage, including briefcase with notes for his speech, eventually pulled into Mobile 23 hours late.

To those who chided him on taking needless risks, Mr. Hull pointed out that if the handcar could safely cross the trestle to get him it could probably get back all right.

### Simplified Program Approach

T. W. Foley, general agent State Mutual Life, New York City, is conducting a series of meetings for his agents on a simplified programming approach. From his own experience as a producer, Mr. Foley has found that there are four angles which are practically sure fire in arousing a prospect's interest in having his insurance properly set up.

These are (1) disposition of the insurance in the event of death of husband and wife in a common disaster; (2) a monthly income for the wife and children; (3) having insurance on the extended term basis in the event of lapse; (4) appointment of a trustee and contingent trustee for minor children. Mr. Foley says that any agent who will talk to all his prospects about these four points is bound to get somewhere.

### I. Austin Kelly III Speaks

I. Austin Kelly, III, gave a talk at the Rockefeller Center office of the Travelers at 30 Rockefeller Plaza, New York City. There were members present from three different agencies. He discussed pre-approach mailing followed by a telephone call for appointments and told about his method of obtaining policies from a prospect for auditing to ascertain how his existing insurance might fit in with additional insurance. Mr. Kelly then told about the importance of the prospect's will and his life insurance as part of the estate.

### Langmuir's 45th Jubilee

C. H. Langmuir, vice-president of the New York Life, is not a spectacular man nor does he seek the center of the stage. He celebrated his 45th anniversary with the New York Life April 1.



April 15, 1938

He started with the company when he was 18 years of age as a clerk in the Paris office, where his father was director of agencies for Europe. Then he went to the London office before going to New York City to become a cashier and afterwards instructor in the former "Broadway" branch. In 1902 he became agency director of the "Columbus Circle" branch in New York City and four years later was transferred to the "Imperial" branch there. Then he went to Los Angeles as agency director. He became supervisor in 1918. The Los Angeles business increased remarkably under his supervision. He was called to the home office in 1921 to be assistant superintendent of agencies and four

years later was made superintendent. Then he started up the vice-presidential route, becoming third vice-president in 1926, second in 1931, and vice-president in April, 1934.

It is interesting to know that Mr. Langmuir's father, who joined the New York Life in 1873, had charge of the emergency office which it established in the Johnstown, Pa., flood district in 1889 to service beneficiaries and policyholders. Later he became director of agencies for Europe. His mother, who died in 1936 at 87 years of age, was a world traveler. One of his brothers, Dr. Irving Langmuir, is director of research for the General Electric Co. He holds a Nobel prize award.

## AS SEEN FROM CHICAGO

### CONOVER & GREEN ARE MOVING

The firm of Conover & Green, consulting actuaries, auditors and accountants, Chicago, is moving April 18 to new quarters on the 25th floor of the Field building. This is the organization that was formed by Chase Conover, former chief examiner of the Illinois department, and Walter Green, assistant actuary of the department. There are now 14 employees. Among those associated with the firm are George Kloppeburg, formerly of the Illinois department, and Homer Hyatt, certified public accountant, who was formerly located in Indiana.

### FRISBY ADDRESSES SUPERVISORS

Roy M. Frisby, assistant secretary trust division Harris Trust & Savings Bank, Chicago, spoke before the Life Agency Supervisors of that city on "Impressions and Experiences in Trust Work." Mr. Frisby has worked closely with Chicago agents for many years in life trust cases.

### HONOR SIDNEY KENT AT DINNER

Sidney A. Kent, assistant manager of the A. Van Goldman agency Prudential, Chicago, was guest of honor at a "steak and bean" dinner given by members of the agency. Mr. Kent, who joined the Prudential in 1928 and has been assistant manager since 1930, is leaving shortly to become manager in Salt Lake City. He was presented an attractive scroll signed by members of the agency and a gold watch. Mr. Kent is a graduate of the University of Montana and is a C. L. U. The dinner also terminated a one month's production contest. Agents' standings were recorded on a point basis, five points being awarded for a new application or \$5,000 in paid business. Production prizes were awarded to R. L. Straus, James Gallagher, P. L. Moreno, and M. J. Oates. Lottery prizes were won by Sam Ritacco and Irwin Eckert. The agency was divided into two teams for the production contest.

### SAMUEL LELAND RECEPTION

Dozens of friends of Samuel Leland, Jr., attended the reception marking his assumption of the Chicago agency of the Union Mutual Life of Portland, Me., in the Conway building. Present from the head office for the occasion was W. W. Malcolm, supervisor of agencies, who had been in Chicago about two weeks helping install Mr. Leland. The new Union Mutual manager was formerly head of the life department of Fred S. James & Co., and that he has the good will of that organization was attested by the number of Fred S. James & Co. people that attended the reception. Executives of many Chicago agencies appeared to extend their best wishes to Mr. Leland.

### DE LAPP WITH E. B. THURMAN

A. A. DeLapp, who recently resigned as Chicago manager for the Union Mutual Life of Maine, has gone with the E. B. Thurman agency of the New England Mutual Life in that city, the two thus again becoming associated. Mr.

Thurman brought Mr. DeLapp into the life insurance business when the former was Chicago manager of the Missouri State. When Mr. Thurman resigned from the Missouri State to become a general agent of the New England Mutual Life, Mr. DeLapp succeeded him and continued in that position when the company became the General American Life. Mr. DeLapp is a live wire, a good personal producer not only of life insurance but other insurance lines. He is prominent in his community, being city comptroller of Evanston, Ill., president of the North End Men's Club of Evanston and president of the Fourth of July Corporation of that city. He intends to devote his entire time to personal production of all kinds of insurance.

### HONOR NEW GENERAL AGENTS

Two new general agents were honored at staff luncheons in Chicago this week preliminary to their departure to take up their new duties. The Agents Association of Hobart & Oates, general agents Northwestern Mutual, were hosts to A. J. Johannsen, unit supervisor who leaves soon to become Brooklyn general agent of that company. J. S. Braunig, assistant general agent in the John Dingle agency, Massachusetts Mutual, Chicago, was guest of the staff before leaving Thursday to become general agent of that company in Boston. C. H. Emanuelson, supervisor, goes with Mr. Braunig as assistant general agent. Mr. Emanuelson has had 11 years' experience in the business, connected with the Continental Assurance home office, then in the Northern States of Hammond, Ind., conservation department. He went to St. Louis as cashier with Mr. Braunig, then Lincoln National general agent; later became agent, then supervisor. He went to Chicago with Mr. Braunig some months ago as supervisor.

The Hobart & Oates staff presented Mr. Johannsen a leather desk organizer and his unit gave a leather calendar pad. Mr. Braunig was given by the Dingle staff a set of cuff links.

Ralph Hobart and J. F. Oates attended the luncheon of their office. E. O. Paulson, president Agents Association, presided. Mr. Johannsen has been with the agency nine years.

Willard Colwell, his secretary, is going along to Brooklyn to become statistician.

### MILLIONAIRES' LUNCHEON

When the millionaire round table executive committee meets in Chicago, May 16, the local members are planning to hold a luncheon, which will be attended by the former chairmen committeemen and the Chicago members of both life members and qualifying members.

Jack Lauer of Cincinnati is chairman of the Round Table, the other members

of the executive committee being Paul Sanborn, Boston, Connecticut Mutual, and Henry Mosler, Los Angeles, Massachusetts Mutual. There will be present Grant Taggart, California-Western States Life, Cowley, Wyo.; G. E. Lackey, Detroit, Massachusetts Mutual, and Harry T. Wright, Chicago, Equitable Society, who were former chairmen.

### SLACK HOST TO AGENTS

James F. Slack, manager Field building branch Continental Assurance, Chicago, entertained at dinner and theater party a number of agents in the office for production during February. Some of the agents qualified double to take their wives to the party.

### SIEGMUND DEVELOPS BROKERAGE

The C. J. Zimmerman agency Connecticut Mutual Life, Chicago, reports an increase of over 400 percent in brokerage business for the eight months the department has been under the man-

agement of W. H. Siegmund, agency supervisor. Operating it along the lines of successful methods developed by Mr. Zimmerman, who was one of the outstanding brokerage men in New York City when brokerage supervisor of the Fraser agency, a constant effort is made to conserve the broker's time and minimize detail. A practical time-saver is the agency's brokers' sales kit which supplies rates and sales information on the more popular life plans as well as underwriting rules and handy blanks for the broker's use. The kit seeks to solve the problem of lumbering through rate books or having to call the agency for information.

The fifth session of the brokers' evening sales course, conducted by the agency, is scheduled to start May 2. The fourth session, now in progress, is conducted two afternoons a week, covering a five-week period. The course is designed for those desiring to become well grounded in all phases of life insurance. Certificates of proficiency are awarded



## HELP HIM PLANT HIS TREE

Every time an insurance salesman convinces a prospect, he and his new policyholder plant a tree whose fruits will benefit somebody.

The insured provides ever-ready protection for his wife, children or perhaps his parents or it may be that he himself will reap the beneficial harvest.

### Early Planting Pays



**The Prudential**  
Insurance Company of America

EDWARD D. DUFFIELD, President

Home Office, NEWARK, N. J.

**Pave the Way**—An accident policy sale is the easiest way to get acquainted with your prospect and pave the way for other lines. For suggestions that sell read *The Accident & Health Review*, A-1946 Insurance Exchange, Chicago. Sample 10c.

for successful completion of the course. The agency paid for more business the first quarter of this year than during the first seven months in 1937. Mr. Siegmund, who has added 90 new brokerage accounts, is responsible for a good share of the increase.

#### ILLINOIS PRODUCERS LEAD

The three top men in the national "Leaders' Month" contest of the Reliance Life of Pittsburgh are all Illinois department producers. H. E. English of Chicago led in life volume with \$146,950. He specializes in a pension trust estate service which has become especially popular because of recent taxation and other estate transfer problems.

Jack Emerick of Waukegan, Ill., was first in number of life sales with 46 applications. Due to continuous prospecting effort, he is a consistent leader in number of sales, last year paying for 357 separate cases.

In accident and health sales, R. E. Keeley of Chicago led the national organization with \$1,677.91 in accident and health premiums. Specializing in the "Perfect Protection" contract, Mr. Keeley secures a large volume of his new business as a result of his satisfactory handling of policyholders' sickness and accident claims.

The business of the Reliance's Illinois department in March was 21 percent over last March.

#### To Fete Dr. J. W. Glover

Prof. James W. Glover of the University of Michigan will be feted at a dinner at the Edgewater Beach Hotel, Chicago, June 2, by his former students. This is during the week of the meeting of the American Institute of Actuaries there. For more than 40 years he has been teaching mathematics and actuarial theory and he intends to retire from active service upon reaching the age of 70 this summer. W. O. Menge of the Lincoln National Life, who until recently was associated with Dr. Glover in University of Michigan work, is secretary of the committee in charge of arrangements. Other members of the committee are W. P. Coler, American United Life; C. C. Dubuar, New York department; M. A. Linton, president Provident Mutual Life; R. R. Lounsbury, Bankers National and Atlantic Life; A. J. McAndless, Lincoln National; O. W. Perrin, Penn Mutual; W. F. Poorman, Central Life of Iowa, and S. Z. Rothschild, Sun Life of Baltimore.

#### Neblett Again Heard From

LOS ANGELES—W. H. Neblett has filed with the clerk of the U. S. Supreme Court a petition asking for a writ of certiorari on appeal from the decision of the supreme court of California upholding the plan of reorganization of the Pacific Mutual Life. He also filed in the superior court of Los Angeles notice of a motion to set aside all orders appointing Commissioner Carpenter conservator of the old company.

Maslon & Brill, attorneys in Minneapolis, as "friends of the court" have filed with the U. S. Supreme Court a brief in support of Neblett's petition.

## NEWS OF LIFE ASSOCIATIONS

### Women Underwriters Meet

**Chicago Group Hears Psychologist Analyze Agents' Problems — Sales Congress Plans Discussed**

The ability to adjust oneself to difficult situations is the distinguishing characteristic of the million dollar producer as compared to the amateur, said Dr. P. L. Rohrer, clinical psychologist of the juvenile court of Chicago in speaking before the women's division of the Chicago Association of Life Underwriters. Dr. Rohrer gave an interesting analysis of the average agent's problem, based on a 3½-year study conducted among Chicago life producers, offering a number of helpful suggestions to those who felt themselves lagging in production quotas.

Following a luncheon which more than 100 women attended, Helen M. Thomas, president, introduced A. E. McKeough, life supervisor W. A. Alexander & Co., and president of the Chicago association, who discussed plans for the coming sales congress, April 19. Mr. McKeough sought the cooperation of women agents in raising the present membership of 1,550 to 1,700 members by June. He was followed by Joy M. Luidens, executive secretary, and Sara Frances Jones, Sloan agency Equitable Society, who commented on the list of distinguished speakers to appear before the congress.

#### Focus Enthusiasm

Dr. Rohrer said that success in the life insurance field depended upon the agent's sincerity and intellectual honesty, stressing the necessity of focusing enthusiasm and effort upon the prospect and his real needs. There is no difference, he said, between the large and small producer except in method of organization and processing. After conducting his three and one-half year investigation, he said he viewed unused potential energy as the greatest tragedy and one which kept the average agent in the ranks of mediocrity. Nothing is so dangerous as a little success and the writing of a big case without the antidote to counteract it. The majority of agents, he commented, need something to adjust to as a means of keeping active and productive. In the last few years a new term called "premature recessiveness" had been coined which was indicative of those who ceased functioning physically long before old age was actually upon them.

#### Speaks to Young Men's Division

KANSAS CITY, MO.—James H. Mickey, associate general agent Connecticut Mutual Life, spoke to a group of interested young men on "The Public Is Not So Dumb." The occasion was the regular monthly meeting of the young men's division of the Kansas City Life Underwriters Association. Ted Branson of Brown & Bigelow, advertising

people, spoke on "Blue Printing by the Life Underwriters."

Mr. Mickey gave examples of the insight the public has into the character of the agents who attempt to insure men's lives. Stress was placed on the need for young men who are a credit to the business. Sincerity and a desire to see the prospects problems through the prospects eyes are essential, if the salesmen are to merit the confidence of the insuring public, Mr. Mickey stated.

### Walsh Stresses Clientele Building at Denver Meet

O. Sam Cummings of Dallas, president National Association of Life Underwriters, Paul Speicher of the Research & Review Service, Governor Ammons of Colorado and J. F. Walsh, assistant superintendent of agencies Home Life of New York, were headlines on the program at the Denver sales congress, held under auspices of the Colorado Association of Life Underwriters. F. W. Bland of San Francisco, resident manager THE NATIONAL UNDERWRITER, and Will Taylor, secretary Franklin Life, also were speakers.

Mr. Cummings talked about National association membership, emphasizing that it will be more difficult hereafter for agents to become members.

Mr. Walsh spoke on clientele building. He told of the Home Life's "planned estate" method. In the last year the Home Life agents have averaged one sale for every 3½ estate charts delivered. The company has come to the conclusion, Mr. Walsh said, that if an agent wants to build a permanent clientele he first must render an efficient life insurance service that will build up the client's confidence in him as a life insurance man; second, must keep his name before these clients and prospects at all times, and third, visit them personally with new ideas throughout the year in order to justify their continued confidence in him.

### Michigan Sales Congress and Annual Meet Set for May 11

DETROIT—A sales congress and a public meeting to aid in educating the public on the value of life insurance will be included with the annual meeting of the Michigan Association of Life Underwriters, to be held here May 11, according to President G. E. Lackey, general agent Massachusetts Mutual Life.

Three prominent speakers will be presented at the morning sales congress: H. G. Kenagy, superintendent of agencies Mutual Benefit; H. T. Wright, Chicago, "millionaire" producer for the Equitable Society and former chairman of the Million Dollar Round Table, and Prof. Hubert Greaves of Yale, who has conducted many classes in voice training and self-expression for the Massachusetts Mutual home office.

O. Sam Cummings, president of the National Association of Life Underwriters, will speak at the luncheon meeting on "Revelation of What the Institution of Life Insurance Means to the Public." Agents will be invited to bring their more important policyholders to the luncheon. The business meeting and election will be held in the afternoon.

### Cummings and Taggart Talk at Utah State Congress

SALT LAKE CITY—"Building a Career in Life Insurance" was the theme of the successful state sales congress here sponsored by the Salt Lake Life Underwriters Association. O. Sam Cummings, president of the National Association of Life Underwriters, and Grant Taggart, Cowley, Wyo., member of the

"Million Dollar Round Table," were the principal speakers. Others who participated were Commissioner Neslen of Utah, Insurance Director Bakes of Idaho; Carl R. Marcusen, president Utah Life Managers Association and president Pacific National Life; F. E. Walker, United Benefit Life, president Salt Lake association; S. V. Prows, Metropolitan Life, president Cache Valley association; Reed Gammell, Beneficial Life, president Ogden association.

President Cummings traced the history of life insurance in America, declaring it offered the proper economic security, without imposing "a burden on future generations." He said the recently enacted New York savings banks insurance law is a serious threat to the American agency system.

In "What Price Success," Mr. Taggart said to be a success in the selling of life insurance one has to work and toil.

Mr. Cummings was presented with a gavel made out of Utah copper by Mr. Marcusen on behalf of the managers and life underwriters' associations.

The life managers held a "kick off" breakfast at which President Heber J. Grant, head of the "Mormon" church and president of the Beneficial Life, and Mr. Cummings spoke.

After adjournment President Cummings met with representatives of the three local associations and effected a state organization to assist in national activities and coordinate the work of the local associations. Mr. Walker was elected president, Mr. Gammell, vice-president and Mr. Prows secretary. These officers will hold office until June when the annual election will be held.

### Indianapolis Sales Congress to Be Held on April 21

INDIANAPOLIS—A sales congress will be held here April 21 by the Indianapolis Association of Life Underwriters. Following is the program:

#### Morning

Welcome, William J. Greener, president.

"What's the Difference?" Jack Lawer, Cincinnati, chairman Million Dollar Round Table.

"Life Insurance—Past, Present, Future," Claris Adams, president Ohio State Life.

#### Afternoon

"Your Association," O. Sam Cummings, president National Association of Life Underwriters.

"The Technique of Handling Objections," Frank L. Klingbeil, manager Prudential ordinary agency, Detroit.

"The Gifts of Selling," F. H. Haviland, vice-president Connecticut General Life.

### Committees for the Missouri State Meeting Named

Plans for the sales congress to be held at Kansas City and the meeting of the Missouri Association of Life Underwriters to be held in Springfield May 20-21, were outlined at a meeting of the Springfield association. Committees were appointed by President R. A. Sullivan to arrange for the state meeting, the chairmen being: Reception, H. F. Coonrod, general agent Northwestern National; meetings, W. H. Coleman, general agent Lafayette Life; finance, Virgil Sechler, Penn Mutual; program, K. Martin, manager Equitable Society.

President Sullivan reported 22 essays received from schools in the life insurance essay contest. The winners will be guests at the next meeting, May 2, when prizes will be awarded. A. E. Veath, general agent Massachusetts Mutual, St. Louis, will be guest speaker. Two 100 percent membership certificates were awarded, one to James A. Maher, manager Metropolitan, and the other to G. A. Cowden, Franklin Life. Ralph Elkins presented a plan to meet competition of "baby" bonds being sold by the government, and for newspaper advertising under auspices of the association. A committee was appointed to

## Industrial Assistant Superintendents and Agents

We are looking for producers—having openings for Superintendents (which with our Company is the same as a detached Assistant with an Industrial Company), also agents who are looking for a future.

Superintendent's guarantee \$150.00 per month with an overwriting of 10% on all Ordinary, as well as times on all Monthly Premium increase.

We pay no guarantee to agents, but our times on increase the first year equal 34½ times industrial; 2nd year, 39 times; 3rd year, 43½ times; 4th year, 47½ times; and 5th year and thereafter 52 times.

Commissions on collections on debits range from 15% to 20%, with debits collected once a month. Ordinary commissions 65% up with renewals as long as you remain with the Company.

Our policy contracts are not surpassed by any Company. We issue regular Ordinary policies on the monthly payment plan with premiums as low as 21c per month. Our policies have cash surrender, loan, paid-up and extended insurance values after three years.

We have openings in Indiana and Michigan for live wires. If you can qualify and desire to make a connection with a Company which recognizes ability write giving full particulars as to your insurance experience in strict confidence to A. S. Burkart, Vice President, Conservative Life Insurance Company of America, South Bend, Indiana.



work out this plan, headed by Mr. Elkins.

**St. Paul**—Ernest W. Owen, Detroit manager Sun Life of Canada, will speak at a joint luncheon meeting of the St. Paul and Minneapolis associations April 18.

**Oklahoma City**—At the meeting April 16, E. E. Cooper, agency supervisor Equitable Life of Iowa, will speak on "Ten Tremendous Trifles."

**Eau Claire, Wis.**—E. L. Carson, Milwaukee, manager for the Equitable Society in Wisconsin, spoke to the recently organized association here. Membership includes agents in Chippewa Falls, Menomonie and vicinity. W. C. Vollen-dorf, Equitable Society, is president, and N. G. Fleming, Northwestern Mutual, secretary.

**Northern New Jersey**—The tentative date for the annual outing has been set for June 11. This year the annual meeting will be held in conjunction with the outing.

**Richmond, Va.**—Dr. David McCahan, dean of the American College of Life Underwriters, spoke at the April luncheon-meeting. Changing conditions are bringing about additional needs for life and that the life underwriter must keep abreast of the times to meet these conditions, he said. Dr. Ennion S. Williams, Richmond, speaking in behalf of the campaign for the control of cancer, stressed the importance of recognizing the symptoms of this disease and taking measures to check it. The only hope of checking the disease is with proper treatment in the early stages.

**Milwaukee**—The Milwaukee association held its annual sales congress. W. F. Bredster, Kansas City Life, first vice-president, was chairman. M. J. Cleary, president Northwestern Mutual Life, spoke on "The Importance of Confidence on Our Business"; Karl S. Reynolds, executive vice-president of the Wisconsin State Chamber of Commerce, discussed "Wisconsin's Business Future," and Joseph M. Gantz, Cincinnati, general agent for the Pacific Mutual Life, told how "Life Insurance Can Be Merchandised." Stephen L. Klarer, president of the Milwaukee association, presided at the luncheon.

**Philadelphia**—A second performance of "The Trial of John Q. Agent," a playlet, was given by the association in Court 676, City Hall. Originally presented two weeks ago, the sketch proved so successful it was repeated.

**Tennessee**—R. B. Hull, managing director National Association of Life Underwriters, will speak at the state sales congress April 22 in Hotel Peabody, Memphis. The program committee expects to secure other noted speakers. R. L. Brightwell is president. Groups of Arkansas and Mississippi agents will attend.

**Baltimore**—The program for the sales congress here includes addresses by O. Sam Cummings, president National association, Dr. Neil Caruthers, economist of Lehigh University; Bert C. Nelson, agent of the Northwestern Mutual Life, Milwaukee, and G. Hoyle Wright, Atlantic coast agency supervisor Metropolitan Life. The Borden & Busse film, "How to Win a Sales Argument," will be presented.

**Los Angeles**—John W. Davis of the Occidental Life spoke at the forum meeting on "Getting the Sales Interview."

**Boston**—O. Sam Cummings, president National association, will make his first appearance in Boston April 21, when he will address the monthly luncheon.

**Pontiac, Mich.**—Careful planning of work and time control together with the right mental attitude are necessary for successful life insurance selling under present day conditions, said C. P. McLain, supervisor of the Ryan agency of the Equitable Society in Detroit, in discussing "Self Organization for the Salesman."

**Kansas**—The program has been completed for the annual meeting to be held in Salina May 13-14. Speakers include Howard Hill, O. Sam Cummings, president National association; Grant Taggart, Cowley, Wyo., million dollar pro-

ducer, and A. B. Olson, superintendent of agencies Guarantee Mutual of Omaha.

**Pittsburgh**—Dean C. S. Tippetts of the University of Pittsburgh school of business administration, spoke on "Current Economic Trends."

**Colorado**—George H. Harris, Sun Life public relations director, will speak at a breakfast meeting in Denver April 27.

**Wichita, Kan.**—Rev. T. A. Williams of the First M. E. Church spoke. Harry W. Stanley and the staff of the Equitable of Iowa presented "How to Make Dreams Come True" at the previous meeting. Levi Rymph of the Aetna Life has charge of the next meeting on "Qualities of a Successful Salesman." Meeting dates have been changed to the first and third Thursdays for the balance of the year.

**Independence, Kan.**—Lyman E. King, New England Mutual, Topeka, president of the Kansas association, spoke.

### Littlejohn's Conviction Is Upheld on Appeal

The conviction of A. L. Littlejohn, who blazed a purple trail in various mail insurance schemes, operating from Springfield, Ill., has been upheld by the United States circuit court of appeals in Chicago. He was sentenced to an eight-year term and was fined \$12,000. He was charged with making false representations in connection with the National Aid Society of Indiana and National Aid Society of Colorado and National Agency Corporation and with converting to his own use \$370,000 of the money of the concerns he was operating.

H. C. Robinson, an associate of Littlejohn's, who did not appeal, was given a two-year sentence and was fined \$1,200.

### C. D. Dunne's Move

Charles D. (Pete) Dunne of Louisville wires THE NATIONAL UNDERWRITER that he has resigned as president of the "Insurance Index" and actuary for "Dunne's Insurance Reports." He states that henceforth he will not be responsible for reports or other data issued by the "Insurance Index." He is a son of James E. Dunne, head of the organization. The son states in the telegram that he cannot agree with the policy followed by the "Insurance Index."

Dunne's Insurance Reports sends out the following announcement:

"According to an announcement of James E. Dunne, publisher of 'Dunne's Insurance Reports' and the 'Insurance Index,' Charles D. Dunne has resigned, and will give his entire time in the future to 'Dunne's Monthly,' a sales and

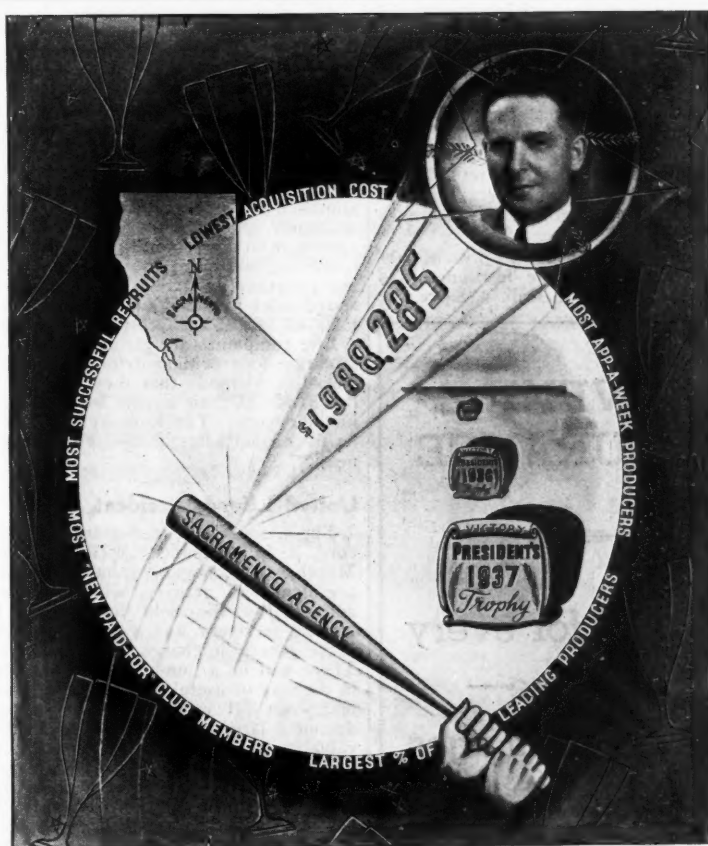
educational magazine. The latter has no connection whatsoever with the other Dunne publications and books."

### Pittsburgh Expedition to Cleveland Conducted

There was a conference of two Bankers Life of Iowa agencies when Pittsburgh Agency Manager F. C. Wigginton took 12 of his agents to Cleveland. Acting Agency Manager G. A. Harper and his men acted as Cleveland hosts. There was a worthwhile exchange of sales ideas. Dale Miller, R. F. Schoen-

back and M. J. Precht were the chief assistants of Mr. Harper in Cleveland in preparing for the Pittsburgh "expedition." The Pittsburgh agents were J. G. McSteen, J. V. Buck, S. W. Houser, E. V. Gettys, T. C. Porter, F. C. McCafferty, Joseph Janciar, C. R. Travis, H. L. Burnett, M. F. Callahan, Inez Brooks and Mary Bryson. These 12 agents at Pittsburgh were leaders in giving the office in March its largest paid-for month since June, 1937.

Prospect with accident and health. Read **The Accident & Health Review**. \$2 a year. 175 West Jackson Blvd., Chicago.



**SURREALIST INTERPRETATION:** Judged by excellence of all-round performance, California-Western States Life's Sacramento Agency has achieved unprecedented triumph in winning the coveted President's Trophy for the third consecutive year. Thus sky-rocketed to stardom is dynamic Gilbert Ball, Agency Manager of this \$1,988,285 group of Quality producers who serve the thrifty residents of northern California's fertile valley.

# THE MANUFACTURERS LIFE

## A HALF CENTURY OF PROGRESS

The Manufacturers Life is an old established Company having a record of more than 50 years of service faithfully rendered to its policyholders and representatives.

Insurance and Deferred Annuities of the Company exceed 556 Million Dollars. Assets are in excess of 154 Million Dollars.

In 1937 the gain in Business in Force amounted to more than 23½ Million Dollars and Assets increased by over 11 Million Dollars.

**INSURANCE COMPANY**  
HEAD OFFICE  
TORONTO, CANADA  
Established 1887

## NEWS OF THE COMPANIES

### Lincoln National Gains

**Company Has Shown Advances in Chief Items Since the First of This Year**

The Lincoln National Life at the end of March had \$969,000,000 in force, gain \$16,000,000 since the first of the year. The new paid for business for the first quarter was \$41,226,000, increase 20.6 percent over the similar period of last year. March showed an increase of 5.2 percent. President A. F. Hall said:

"Even though March, 1937, was one of the company's peak months, March production of paid business this year topped that of last year by 5.2 percent. The company's continued gain in insurance in force ever since the onset of the current business recession is most heartening. Considering the general business condition, terminations of insurance have been low."

An interesting fact on the present public reaction toward life insurance was brought out by Mr. Hall. "Since the

slump in the stock market began," he said, "we have noticed a large increase in number of inquiries about retirement income and other forms of investment insurance."

### Has Direct Advertising Plan

**Reliance Life Issues a Book of 49 Pages, Attacking the Subject from Four Different Angles**

The Reliance Life has put out its new direct advertising plan covered in a 49-page book entitled "Ten Keys to Better Selling." It is bound in red with the ten silver keys and the trademark of the Reliance Life in silver on the cover. The book has been prepared from four different angles. First, to merchandise "Need Selling" to the field force; secondly, to promote use of its new pre-approach sales letters; third, to aid the managers, district managers and general agents, who now number about 300 in recruiting, and then to assist the training program by giving its agents field tested sales methods and prepared sales talks to use in the prospect's presence.

Life companies are giving much more attention to providing definite, practical, workable methods that they can put in the hands of their agents to help them in their work. The Reliance Life booklet is an up-to-date, help-giving instrument.

### United Life & Accident Gains

The United Life & Accident of Concord, N. H., announces April as "Hanna Month," in honor of John V. Hanna, president and actuary, who is greatly admired by the field force. W. D. Haller, secretary and agency manager, is the general in charge of the campaign. There will be a number of prizes given in the way of useful articles. The grand prizes are all watches, the agent producing a larger amount getting a more valuable timepiece. Mr. Hanna started his insurance career with the State Life of Indiana. For 17 years he has been with the United and for six years he has been president. The United's paid-for business in March was 32 percent ahead of March a year ago. For the year to date the company is 13 percent ahead of a year ago. The United Life & Accident is moving along in excellent shape and has the advantage of a very efficient management.

### Connecticut General Listed

HARTFORD—The Connecticut General is the second Hartford life company to be listed as an approved mortgagee for FHA housing loans. The Travelers is the other local company so designated. Investment men of the Connecticut General have intimated that the company will proceed very cautiously with these loans.

### Prudential Telescopes Units

The ordinary policy loan department and the ordinary surrender department of the Prudential have been merged and will be known as the ordinary loan and surrender department. William Eckert, Jr., is manager. A. R. Boylan, former manager of the ordinary policy loan department, has been transferred to the ordinary unit No. 1 as manager.

### President Nollen's Comment

DES MOINES—"Fascism and dictatorships don't flourish in the same soil with life insurance," President G. S. Nollen of the Bankers Life said at the annual meeting of the company this week. "Life insurance is a strong force at work against the rise of fascism because life insurance stands on the side of the philosophy of cooperation against the philosophy of conflict," Mr. Nollen said. "This is because life insurance af-

fords economic security to the individual, while the rise of dictatorships is born of economic insecurity and resulting despair."

President Nollen reported gains by the Bankers Life in 1937 in all important items. Surplus funds increased by more than \$600,000 to a total of more than \$12,000,000; assets increased \$12,000,000 to more than \$216,000,000, and insurance in force increased \$15,000,000 to a total of \$746,000,000.

R. B. Patrick, supervisor of the investment department, was elected assistant treasurer.

### Reinsurance Is Approved

The reinsurance agreement by which the Sunset Life of Olympia, Wash., takes over the Mutual Service Life of Spokane has been approved by Commissioner Sullivan of Washington.

### Good Lead in First Quarter

A 20 percent increase in paid business in the first quarter year was recorded by the Continental American Life. March gain was 10.6 percent over March, 1937, and for the first three months 20.2 percent over the same period of 1937. In total business in force, the Continental American equaled its pre-depression peak in August, 1935, and since then has exceeded its in force figure every quarter.

### Quits Writing in Oklahoma

OKLAHOMA CITY—The Reliance Life will discontinue writing new business in Oklahoma on and after April 29. All outstanding business in Oklahoma will be handled from the St. Louis office. Insurance in force in Oklahoma on Dec. 31, 1937, was \$4,459,888.

### Dismissal of Suit Upheld

ST. LOUIS—A ruling by U. S. District Judge Davis in October, 1938, sustaining a defense motion to quash service in a suit brought on behalf of 64 policyholders of the defunct Continental Life in their effort to set aside the sale of the company's assets and insurance to the Kansas City Life under a circuit court order, has been affirmed by the U. S. circuit court of appeals.

Judge Davis' ruling had the effect of dismissing the suit on jurisdictional grounds that none of the real individual defendants had residence in the St. Louis district and that the Continental Life having been dissolved by the circuit court could not be regarded as an existing corporate entity.

### Lamar Life's Anniversary

The Lamar Life of Jackson, Miss., celebrated its 32nd birthday anniversary April 6 with appropriate ceremonies. It started April 6, 1906, when there were three home office employees, three agents and three medical directors. Today it has 70 people in the home office and 300 agents. It occupies the greater part of four floors of its present office building and it is operating in six southern states.

Members of the All-Star Club of the company will be given an eight-day cruise to points in Central America during the early part of August.

### Agricultural Hearing April 26

LANSING, MICH.—Hearing on an order to show cause why the Agricultural Life of Detroit should not be placed in permanent custodianship or receivership has been adjourned until April 26 by Judge Carr of Ingham county circuit court. Judge Carr placed the company in temporary custodianship on petition of Commissioner C. Gauss, who acted after Bruce Brady, president, was indicted at Cleveland on a charge of mail fraud.

Kim Sigler, attorney for the company, asked for a 30-day adjournment, indicating that a vigorous defense is planned. John Panchuk, assistant attorney-general, favored a fortnight's adjournment in view of the state's wish to amend its bill of complaint.

Judge Carr also held in abeyance a defense motion for an order directing

the temporary custodian, L. R. Mangold, one of the department chief examiners, to pay defense attorney fees out of company funds. The court previously had approved payment of salaries to regular employees exclusive of Mr. Brady.

### Globe Life Turns to Ordinary

The Globe Life of Chicago is gradually working out of the industrial life insurance field and writing ordinary business with the quarterly premium plan as the minimum. President W. J. Alexander finds that it is geared more successfully for ordinary production than industrial. The Globe Life has built up an excellent agency force.

### Commercial Life Starts

The Commercial Life, 702 Elm street, Dallas, which was licensed Feb. 15 in Texas, has begun business. The capital is \$25,000, surplus \$4,000. C. E. Shedd, the president, has been an agency man for companies such as the Volunteer State Life, Fidelity Union Life and so on. T. E. Green, secretary and treasurer, was formerly secretary of the Union Southern Life of Dallas. It specializes in level term and monthly decreasing term, credit life insurance.

### National Guardian Gains

In its fiscal year ending March 31, the National Guardian Life of Madison, Wis., showed splendid progress. The company had virtually a \$500,000 gain in written business over the previous year. In one day—March 30—the agency force produced more business than in any one of the first 197 months the company has operated. The first quarter of 1938 showed an outstanding increase over the same period a year ago.

### Wilson Takes Battle Creek Post

O. O. Wilson, for 31 years with the Battle Creek, Mich., sanitarium, has resigned to take a general agency in Battle Creek for the Michigan Life.

## "Property Contracts"

**When is an agency contract YOUR PROPERTY?**

Only to the extent an agent has more than a "working interest" in his contract is it his "Property."

Our contracts are "Personal Property," perpetual and non-cancellable except for serious violation, with non-forfeitable vested renewals.

We believe the professional life underwriter should not only "Own" the fruits of his life's work, but the working tools as well.

O. R. McAtee, Director of Agencies

**REPUBLIC NATIONAL LIFE INSURANCE COMPANY**

Registered Policy Protection

THEO. P. BEASLEY

President & General Manager

Home Office:  
Dallas, Texas

## JUVENILE INSURANCE

**A plan for every purpose—  
issued from ages  
1 day to 15 years**

- 20 Payment Endowment at Age 85
- 20 Payment Endowment at Age 65
- 20 Year Endowment
- Educational Endowment at Age 18

**SINCE 1848**





## LIFE SALES MEETINGS

### Southwestern Life Men Meet

Annual Agency Convention Is Held in San Antonio, Tex., with Nearly 500 in Attendance

The Southwestern Life of Dallas, Tex., held its annual convention in San Antonio for three days, about 500 agents attending. H. L. Hays, president of the club, presided. Arthur E. Biard of San Antonio extended welcome with response by J. S. Bone, Beaumont.

Mr. Hays discussed "Stop Selling Life Insurance," saying people want to buy food, clothing and shelter for loved ones and security for old age. He urged the agents to sell the services which life insurance renders.

President C. F. O'Donnell of the Southwestern Life reviewed the company's growth. An increase of 14 percent in business occurred in the year. He said the company has as its objective an adequate living income for all agents.

R. R. Lee, vice-president and agency director, presided the second day. E. J. Tucker, Austin, Texas, spoke on "Mental Attitude," urging the agents to think positively and progressively. Those afflicted with negative thoughts need a mental housecleaning, he said. He stressed importance of avoiding critical remarks about a policy a prospect owns.

### Social Intelligence

"Little Thing and Progress" was the subject of Dr. W. J. Allison, medical director. He urged that the agents orient themselves to life and increase their social intelligence.

Fritz A. Schorre, Jr., Cuero, Tex., discussed "Benefits of Studying a Sales Course." Time he invested in study paid dividends in increased premiums and renewal income. T. L. Bradford, Jr., vice-president and treasurer, reviewed investments. Safety will not be sacrificed, he said.

Vice-president Lee spoke on "What It Means to You," dealing with agency matters.

President O'Donnell presided the last day, when the new president of the Million Club, W. W. Carroll, Lubbock, Tex., was installed.

R. A. B. Goodman, vice-president and director of public relations, spoke on "Your Investment in Your Business." He said each agent might profitably spend 2 percent of his income in advertising. Arthur Coburn, vice-president, spoke at a luncheon.

H. L. Skinner, Abilene, Tex., spoke on "What Record Should We Keep?" He suggested a three-way index which would show amount of insurance owned, date of birthday, and age change. P. C. Russell, Beaumont, Tex., branch manager, spoke on "Your Best Prospect," dealing with policyholders and their needs. E. G. Brown, vice-president and actuary, talked on "What's the Big Idea." He said agents cannot succeed in peddling life insurance but must sell service which will achieve definite desirable results for the client and his family.

The Borden and Busse film was shown. The 1939 convention will be held at Colorado Springs.

### Awards Are Presented

G. A. Bodenheimer, Longview, Tex., who was at the bedside of a son in a hospital, finally appeared with applications for \$95,000 on eight lives, written in one day.

J. Y. Williamson, San Antonio, was awarded a prize for having written one or more applications a week for 11 years and four weeks. Mr. Bodenheimer was presented the grand challenge cup for largest volume of written business, and Morton Bigger, Dallas, received second volume award. J. H. Bryan, Corsicana, was awarded second prize for second largest number of applications written.

### Connecticut General's Rally

President's Club Had a Three Days Conference at Hot Springs, Va., where the Leaders Held Forth

HOT SPRINGS, VA.—The members of the President's Club, the leading producers organization of the Connecticut General, are holding a three-day conference this week. There were 49 agents qualified. President F. B. Wilde was present and gave greetings. J. L. Cole, superintendent of agents, installed the officers. P. T. Aubin, Chicago, is president; H. Kennedy Nickell, Chicago, vice-president; R. F. Wagner of Philadelphia, E. B. McElfresh, Olean, N. Y., and R. S. McClure, Jr. of Philadelphia, are members of the executive committee.

### Business Program

The business program is as follows:

#### First Day

P. T. Aubin, Chairman. Panel—Organized Activity.

Subjects and speakers: "Organization of Time and Effort," D. T. Smith, Hartford; "How Records and Their Interpretation Helped Me," E. F. Wightman, Chicago; "Why I Consistently Close a Large Number of Cases," P. B. Brennan, Plattsburg; "How I Qualified for the President's Club," T. A. Tully, Hartford; summary, P. T. Aubin.

Panel—Our Broad Scope of Activity. Subjects and speakers: "Why I Sell All Lines," with emphasis on salary savings, H. T. Bass, Hartford; "Why I Sell All Lines," with emphasis on accident insurance, H. M. Sturges, Bridgeport, and J. S. Dey, Newark, N. J.; summary, with emphasis on selling all lines including group insurance, P. T. Aubin.

#### Second Day

R. F. Wagner, chairman. General subject, programming.

Subjects and speakers: "Programming an Insurance Estate," P. R. Clark and E. A. H. Tucker, New York City; "Programming an Insurance and General Estate," Hugh Kemp and F. H. Fuhrman, Philadelphia.

#### Third Day

R. S. McClure, Jr., Chairman. Panel—Practical Prestige Building.

Subjects and speakers: "Building Through Package Selling," A. J. Kirshberg, Chicago; "How I Develop and Use Centers of Influence," E. D. Ward, Pittsburgh; "How I Develop Prestige Through Programmed Sales," R. F. Wagner; summary, H. K. Nickell, panel chairman.

"Our Market Today," Vice-president F. H. Haviland.

"The Broader Application of Life Insurance to Present Social and Investment Problems," President F. B. Wilde.

### Aetna Life's Oklahoma Meeting

Several home officials will attend the annual meeting of the Aetna Life's Oklahoma meeting in Oklahoma City, April 25-26, including R. B. Coolidge, superintendent of agencies, and W. C. Cousins, agency assistant accident and health division.

### Northern Indiana Meeting

Northern Indiana salesmen of the Illinois Bankers Life were guests of E. A. Reese, South Bend general agent. C. C. Doyle, agency supervisor from the home office, outlined sales plans for the coming year.

### Reliance Meet in Iowa

Agents of the Reliance Life met in Sioux City, Ia., with Earl Gillis, district agent for northwestern Iowa, in charge, assisted by Foster Thompson and E. M. Christensen, both of the Sioux City agency; H. H. Visser, Alton; Ray Prah, Rock Rapids; Harry McCormack and Ben Ravitz, both of Omaha.

R. H. Wertz, associate manager from Detroit, and Joseph P. Troop, Minneapolis, manager of the great northern department, attended.

## Another Good Year New Paid For Business

Increase 1937 over 1936 . . . . . 82.5%

Reduction in Terminations . . . . . 9%

A good Company to connect with.

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**INSURANCE COMPANY**

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Robert V. Hatcher, Secretary

**ATLANTIC LIFE  
INSURANCE COMPANY**

Richmond, Virginia

April 27, 1850



The sidewheeler *Atlantic* steamed out of New York harbor, bound for Liverpool. First of the pioneering United States Mail liners, it opened a new era in transatlantic passenger service. Then two months old,

The United States Life, in common with other companies, hesitated to insure passengers on seagoing vessels.

Today The United States Life takes advantage of the fertile prospect field afforded

by foreign travel. To passengers on 1938 "Atlantics" or "Pacifics" it offers a complete line of sound, guaranteed cost life insurance policies. What is more, its unique international service continues to function when they "get where they're going"—almost anywhere in the world. Counterbalanced by a steadily expanding domestic business, this means Opportunity for agents. Write for information.

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ESTABLISHED 1889 — HEAD OFFICE — WATERLOO — ONTARIO

## Examination Plan Brought to Focus by Far West Men

(CONTINUED FROM PAGE 1)

sioned to undertake this important division of effort; the accuracy of which is of vital concern to any company reviewed. Because of the extent of its supervisory interests, the New York department maintains, as it can afford to, a large and thoroughly expert staff of examiners, who perform such service year in and year out. The average time required to make a complete examination of a large life company, for example, is eight months, and occasionally it runs into a full year.

Representatives of the home department are all compensated on a straight salary basis, and no extras of any kind or description are allowed. A former superintendent pressed this regulation to the point where he refused employees permission to accept courtesy cigars even from clients. The average charge imposed by outside departments for their representatives is \$25, plus \$8 per day expenses, plus traveling costs to and from the home state. Where a state sends a supervisor in addition to one or two junior examiners, the per diem charge of the former is \$50 per day, plus expenses.

As many of the non-state examiners are temporary appointees, selected often,

it is charged, for political reasons, the worth of their service is not up to par. Naturally the companies that foot the bills strenuously object to needless examinations not alone because of the cost but also on account of the disruption to which their staffs are subjected during the long investigation periods.

### Hope for a Settlement

It is also pointed out that New York has a retaliatory law, and the exclusion of any one of its companies by a foreign state without proper justification would perforce be countered by similar action against an organization or organizations of the offending commonwealth. The companies, however, have no intention of being made the football in any squabble among commissioners and earnestly hope that such points of difference as exist between supervisory officials may be promptly composed in the interest of defensible regulatory provisions and without unwarranted expense to the carriers.

### Why Zones Were Established

The zoning system adopted by the National Association of Insurance Commissioners was brought into being with the hope that there might be greater participation of all states in examination work. The commissioners recognize the New York law is something of an impediment but they believe the New York department has stretched its interpretation too far. Superintendent Pink agreed to allow the commissioners of other

states to sit in on New York examinations as observers but they could not be recognized officially. Furthermore he promised to send copies of all examinations to commissioners of states where a company was entered so that this report could be carefully scrutinized and studied before it was made public. He stated that he would answer all questions and receive any criticism that was made on any report.

### Contention of Commissioners

The far west commissioners have contended that New York companies are admitted to their states and yet they have no voice in the examinations conducted by the New York department. They hold that they have been criticized in their states on New York fire and casualty company failures, and have had to acknowledge that they did not participate in an examination and had taken the findings of the New York department without question.

Some of the states have threatened to make a separate examination of New York companies unless they were permitted to cooperate with the New York department. Superintendent Pink has been very decided in his opinion but he holds that under the law his department cannot permit other states to participate officially because their examiners are not under civil service and, therefore, are not of a standing recognized by the New York law. He acknowledges that any state has the right to examine a New York company if it so desires.

### Plight of the Companies

The companies in the meantime seem to be caught between the upper and nether millstones in this examination disagreement. It can be said that the great majority of the commissioners are in favor of the present zone system and the plan of examination that was mapped out, feeling that it will avert political and unnecessary examinations.

The New York department does not participate in the examination of companies of other states, taking the report of the home commissioner or that of the convention examination as authoritative. The commissioners back of the zone system claim that it will prevent examination raids and unnecessary levies on companies.

### Former Agreements Recited

It is recalled that a number of years ago when the issue of company examinations was a live topic in councils of the National Association of Insurance Commissioners, agreement was reached that should an outside state challenge for any reason an examination report by the New York department, it could appeal to the chairman of the examination committee, Commissioner Button of Virginia at the time, stating the basis of its objections, and if these were deemed sufficient representatives of not to exceed five states would be designated to conduct a second examination. The plan was then regarded as a sensible one and worked admirably for a number of years. One suggestion offered in connection with the present controversy is the formation of a board of examiners to be made up of experts who would operate under the direction of a salaried manager selected by the National Association of Insurance Commissioners, the board to make examinations for all states, save those the laws of which provided that investigations be conducted by home department employees, as is the case in New York.

### INSURANCE BOARD MEETS

NEW YORK—During the troubled days of 1933 Governor Lehman appointed an insurance board, its function to be to confer with the superintendent of insurance upon any subject upon which the latter desired advice. As members of such board former Superintendents W. H. Hotchkiss, J. S. Phillips, F. R. Stoddard and J. A. Beha, together with Matthew Woll of the American Federation of Labor and Aaron Rubinowitz, a real estate operator, were named and have since served.

The board reviewed the appeal of the western commissioners at a gathering Monday, but made no recommendations. Superintendent Pink has not yet decided what the New York department's attitude will be.

## Analysis Shows Slump Is Due to Slackened Drive

(CONTINUED FROM PAGE 1)

question, then, is whether to surrender to conditions or to surmount them.

"Fortunately, we are in a business, not a job," he pointed out. "We control our destinies as to what we are going to do about transcending these barriers. Leadership is always born or made in a period of unfortunate or devastating circumstances. Seldom do you find leaders coming to the surface when everything is going smoothly."

Specifically, Mr. Johnson urged that agents be ruthless not only with themselves in their efforts but in presenting the "facts of life" to their prospects.

"We must use a certain amount of ruthlessness about facts that we understand and that the other fellow doesn't understand if we are going to put into effect what we have learned here," he declared.

### Agents Have No Competition

Agents should always remember that they have no competition, for nothing can do what life insurance does, Mr. Johnson said. He told of a doctor with whom he recently had lunch. This doctor, a pathologist, mentioned that he wanted to retire to his laboratory at 55 and work on a cure for psoriasis. He wanted an income of \$5,000 a year and estimated he would need \$100,000 of capital to produce this.

"I know that \$100,000 would not necessarily be income," Mr. Johnson pointed out. "The doctor is a careful man but he is a pathologist, not an investment expert. I said to him, 'Doc, how would you like me to come over and be a part-time pathologist?' He laughed and explained that it would take years of study before anyone could practice as a pathologist. I said to him, 'and yet you tell me you are going to practice the greatest phase of American business—the investment of money—on a part-time basis.'"

### Purpose of Securities

Mr. Johnson then pointed out to the doctor that the securities which he had considered purchasing were not for the purpose of providing income to anyone but were designed primarily to bring together aggregations of capital for use in business. Life insurance, on the other hand, is designed to supply income to the family when they need it or to the policyholder when he needs it.

### Real Estate Holding Complaint

LANSING, MICH.—Governor Murphy has indicated he will make an inquiry into claimed violations by insurance companies, banks and trust companies of laws limiting their possession of real estate to five-year periods. A complaint was received from Duncan McCrea, Wayne county (Detroit) prosecutor, charging that large holdings of financial institutions were creating a monopolistic situation there which tended to hold rents above normal levels and to cause a needless shortage of residential and office space.

Commissioner Gauss said the governor had not spoken to him on the subject. He admitted that some companies have been granted extensions beyond the five-year period, but that the companies are only too eager to liquidate their real estate if they are able to do so without incurring heavy losses. He minimized Prosecutor McCrea's complaint so far as it applied to insurance organizations.

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## LEGAL RESERVE FRATERNALS

### North American Union Year

#### Chicago Society Shows Steady Growth in Statement on 1937 Operations

Statement of the North American Union Life of Chicago for Dec. 31, excluding the Chicago Fraternal Life business that was taken over, shows admitted assets \$1,821,512. There were 13,957 certificates in force for a total of \$11,875,026 insurance. A reserve of \$200,000 was carried for mortality fluctuation and \$40,000 for assets fluctuation. Unassigned funds totaled \$167,911. The solvency ratio of assets to liabilities was reported to be 110.15 percent.

The assets included mortgages \$107,717, policy loans \$147,999, book value of bonds \$1,487,238, book value of stocks \$39,783, cash \$54,577, and assets due on exchanged policies, \$170,813.

Total liabilities were \$1,653,600. There was carried \$1,018,421 reserves on the American Experience 4 percent Illinois standard business; \$216,143 reserve on the American Experience 3½ percent Illinois standard business, and \$105,545 reserve on the N. F. C. 4 percent Illinois standard policies.

#### Total Income \$641,000

Total income received from members was \$421,451 and total income for the year \$641,096. The society paid \$284,148 death claims, \$1,090 permanent disability claims, \$859 old age benefits and \$12,356 cash surrenders. Total disbursements and charges were \$581,133.

Book value of bonds over admitted value was reported to be \$193,784 and book value of stocks over admitted values, \$37,77. George E. Cobb is president.

An attempt now is being made finally to set the percentage lien to be applied against Chicago Fraternal Life certificates. This largely hinges on values found in appraisal of some 3,700 acres of Florida potash lands. It is probable the lien will be 75 percent as originally estimated. Florida appraisers brought in a valuation on the land much higher than the North American Union officials believe to be the sound value. Much of this type of land, it is said, can be bought in Florida for \$3 to \$5 per acre. The lien percentage when calculated will be subject to approval by Insurance Director Palmer of Illinois.

### Ohio Congress Plans to Hold Annual Meeting Oct. 20-21

COLUMBUS, O.—The Ohio Fraternal Congress at a special meeting here decided to hold its annual meeting in Cleveland Oct. 20-21 instead of in November as originally planned. Consideration was given to the possibility of increased taxes on insurance companies if the proposed amendment to the constitution abolishing the sales tax is enacted. If this tax is eliminated, it will be necessary to raise between \$70,000,000 and \$90,000,000 from other sources. Insurance men generally are fearful that

additional taxes may be laid on the insurance interests.

It is understood the Ohio Fraternal Congress will seek to have the 3½ percent reserve law amended so it will not apply to fraternalists. Judge A. H. Day of the Ohio supreme court was a speaker at the luncheon held in connection with meeting. J. G. Daly, United Commercial Travelers, is congress president. W. A. Robinson, actuary Ohio department, was a speaker.

### Pink Gives Fraternalists' Totals

Superintendent Pink of New York in an advance report soon to be issued states that the assets of the 85 fraternalists operating in New York amounted to \$841,483,798 as of Dec. 31, 1937. Payments by members amounted to \$107,979,118 and payments to members were \$81,727,372. Insurance in force amounted to \$4,333,000,000.

### Miller Succeeds Walton

Fred Walton of Des Moines, who has had charge of Iowa for the A. O. U. W. of North Dakota, has retired because of ill-health and is succeeded by Lawrence Miller. Mr. Miller has been in charge of investments in the Des Moines office for five years. He will be assisted by Roy Alber, district manager at Des Moines. Mr. Walton remains as a member of the order's finance committee.

### Form Congress in Georgia

The Georgia Fraternal Congress recently was organized, H. C. Fabian, state manager Woodmen of the World, being elected first president.

### I. O. O. F. Figures for 1937

The Independent Order of Foresters had \$44,389,214 assets at the end of 1937, of which more than \$25,000,000 was invested in bonds, the annual statement shows. Free surplus is \$1,894,807 and there is a reserve of \$2,000,000 against interest fluctuation. Frank E. Hand, a native Missourian and fraternalist of broad experience over many years, is the head of the order.

### Court Denies License Bar

Attempt to deny Florida license to the Woodmen of the World was denied by the supreme court. Attorney-General Landis had contended the society's rates were increased without authority. The court pointed out that the insurance commissioner had renewed the society's license year after year, although the rate increases dated back as far as 1919. The court also held no law had been violated by the society in increasing the rate.

### Artisans Life Figures

The Artisans Life of Portland, Ore., in its annual statement reports admitted assets \$2,757,233, an increase of \$70,492. New business, placed last year totaled \$1,799,325 and insurance in force was \$13,066,436, a decrease of \$544,295. Premium income was \$362,521 and total income \$529,245. The Artisans Life paid policyholders and beneficiaries last year \$293,236. Its total disbursements were \$472,336.

## President Ball Criticises Savings Bank Insurance

LANSING, MICH.—New York's new law legalizing savings bank life insurance was assailed, along with other interference and competition with private business by government, in a talk here by D. E. Ball, president of the Columbus Mutual Life. Mr. Ball was the main speaker at the banquet which culminated an all-day annual meeting of the Michigan State Columbus Mutual Life Club. "Chiselers," Mr. Ball said, will be the chief beneficiaries of the new New York legislation. The issuance of life coverage by banks under a state-subsidized plan does not assist the under-privileged, for whom the legislation was framed, but that the vast majority of those taking advantage of such plans are persons who could well afford to buy insurance through regular channels and without placing a portion of the burden on the taxpayers.

### Agent Is Indispensable

Mr. Ball paid high tribute to the life agent as an indispensable cog in the insurance distribution system. Without the sales efforts of the agent, he said, life insurance would never have achieved the awe-inspiring volume which it has now reached.

The sales demonstrations during the day were in charge of James A. Preston, sales manager. Elmer A. Newark, Lansing, was toastmaster at the banquet. He as vice-president of the state club, and Myron Hawkins, Charlotte, state club president, were reelected to the state cabinet for three-year terms. The cabinet will meet here in May to elect officers for the year. Other speakers included: G. J. Dobben, Jackson, club secretary-treasurer; S. S. Spurrell, Lansing; C. F. Durrant, Pontiac; Frank Bolyon, Augusta; L. E. Thompson, Alma, and A. J. Flint, Jackson.

### Proclamation in St. Louis

ST. LOUIS—Mayor Dickmann has issued a formal proclamation setting aside the week of May 9-14 for the Annual Message of Life Insurance to the St. Louis public.

### Suit Contest Staged

March was "Suit Contest" month for salesmen of the Business Men's Assurance. Special requirements provided wardrobes ranging in price from \$5.00 to \$150. A special feature of the contest was an offer of 10 extra contest points toward suit qualification to the salesmen reporting 10 applications by March 17.

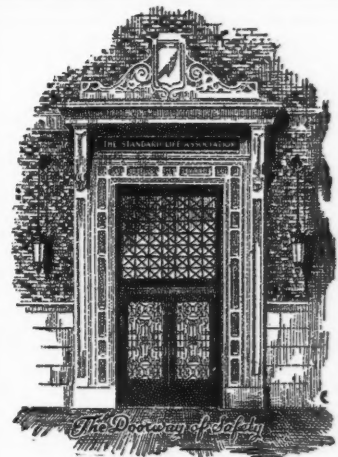
Noel Iiams of Rockville, Ind., was the leader on paid contest production, while W. B. Buie of Flagstaff, Ariz., led in paid life volume.

April is "Ladies' Month" and the spring suit contest is repeated, giving the salesmen who won suits for themselves in March an opportunity to win for their wives in April. Salesmen who

failed to meet the requirements in March can add their March business to their April production to meet the requirements in the contest.

## Insurance Speakers Named

At the annual conference of the National Office Management Association at Montreal, Can., June 6-8, the central theme will be "Effective Office Management." G. B. Brooke, assistant secretary of the Retail Credit Co. at Atlanta, is president of the association. Dr. C. C. Birchard, chief medical officer Sun Life of Montreal, will talk on "Medical Aspects of Effective Office Management." H. A. Hopf, president Hopf, Kent, Willard & Co., New York, has as his subject "Developing Candidates for Supervisory Positions." John Goetz of New York City, managing director Risk Research Institute, will speak on "What an Office Executive Should Know About Insurance."



**Stability — Safety  
Performance  
ASSETS  
\$13,750,000.00  
CLAIMS PAID  
\$116,000,000.00**

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SHARON, PA.

FOUNDED IN 1886

### A Legal Reserve Fraternal Insurance Society

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A Legal Reserve Fraternal Life Insurance Association for Men, Women, and Children, with \$180,321,013.00 Insurance in Force, and Total Assets over \$25,202,333.87

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## NEWS ABOUT LIFE POLICIES

—BY J. H. RADER—

New Policies, Premium Rates, Dividends, Surrender Values, and all Changes in Policy Literature, Rate Books, etc. Supplementing the "Unique Manual-Digest" and "Little Gem," Published Annually in May and March respectively. PRICE, \$5.00 and \$2.50 respectively.

### State Mutual Has New Forms

Issues Life Paid Up at 60 and 65; President Bullock Gives Views on Move

The State Mutual has brought out two new contracts, life paid up at 60 and 65, the age limits being 10-50 and 10-55, respectively. These contracts make an especially good showing in the case of younger lives, costing little more than ordinary life, but having substantially larger cash values, and at the selected age—60 or 65—showing a combination of cash value and dividend accumulation in many cases greater than the face amount. It therefore provides insurance protection when needed, and a large retirement fund if used to purchase an annuity.

#### President Bullock Comments

"We fully expect this contract to become a permanent part of our issue," Chandler Bullock, president, stated in announcing the forms. "It is possible that it may usurp the function of the 30-pay or other limited payment life contracts, since it is aligned with the social tendency to quit work or to take a pay cut after 60 or 65, while other policies go on the presumption that premiums can be paid after those dates. The premiums are not much greater than under the longer premium payment forms."

The new policy, since it is paid up during the final years of a man's earning life, greatly simplifies the sales approach, he said. "Since it is unquestionable," he concluded, "that even men and women not affected by the social security legislation have not missed the significance of the publicity surrounding it, this new social security contract should have a widespread acceptance."

Premium rates and dividends for the new forms are:

Life		Life		Life		Life	
Pd. up		Pd. up		Pd. up		Pd. up	
Age	at 60	at 65	Age	at 60	at 65	Age	at 60
20.....	\$19.68	\$18.99	38.....	\$36.44	\$33.05	56.....	\$123.99
21.....	20.19	19.45	39.....	38.22	34.43	57.....	133.81
22.....	20.73	19.93	40.....	40.17	35.92	58.....	144.41
23.....	21.30	20.44	41.....	42.32	37.53	59.....	157.87
24.....	21.91	20.97	42.....	44.70	39.27	60.....	178.41
25.....	22.55	21.54	43.....	47.36	41.18	61.....	192.96
26.....	23.23	22.14	44.....	50.33	43.26	62.....	212.61
27.....	23.96	22.77	45.....	53.68	45.53	63.....	224.11
28.....	24.74	23.44	46.....	57.49	48.04	64.....	234.11
29.....	25.56	24.15	47.....	61.85	50.81	65.....	244.11
30.....	26.44	24.90	48.....	66.81	53.89		
31.....	27.39	25.70	49.....	72.83	57.32		
32.....	28.40	26.56	50.....	79.88	61.18		
33.....	29.50	27.46	51.....	.....	65.54		
34.....	30.67	28.43	52.....	.....	70.51		
35.....	31.94	29.47	53.....	.....	76.23		
36.....	33.32	30.58	54.....	.....	82.91		
37.....	34.81	31.77	55.....	.....	90.81		

#### Dividends

Life		Life		Life		Life	
Pd. up		Pd. up		Pd. up		Pd. up	
End of Year		End of Year		End of Year		End of Year	
1	5	10	15	20	25	30	35
20.....	\$3.73	\$4.11	\$4.64	\$5.23	\$5.81	\$6.39	\$6.97
25.....	3.97	4.44	5.06	5.65	6.23	6.81	7.39
30.....	4.28	4.83	5.48	6.00	6.57	7.14	7.71
35.....	4.60	5.19	5.80	6.37	6.94	7.51	8.08
40.....	4.89	5.44	6.04	6.61	7.18	7.75	8.32
45.....	5.01	5.61	6.21	6.78	7.35	7.92	8.49
50.....	5.58	6.18	6.78	7.35	7.92	8.49	9.06

#### Life Paid up at 65

Life		Life		Life		Life	
Pd. up		Pd. up		Pd. up		Pd. up	
Age	at 60	at 65	Age	at 60	at 65	Age	at 60
20.....	3.72	4.08	4.58	5.12	5.60	56.....	122.28
25.....	3.96	4.39	4.97	5.50	5.97	57.....	131.16
30.....	4.26	4.75	5.32	5.75	6.22	58.....	140.24
35.....	4.59	5.07	5.55	6.27	6.74	59.....	150.97
40.....	4.82	5.23	5.74	6.21	6.68	60.....	162.29
45.....	4.90	5.29	5.77	6.21	6.68	61.....	174.26
50.....	5.30	5.71	6.11	6.61	7.08	62.....	186.29
55.....	6.33	6.79	7.21	7.51	7.98	63.....	198.29

### "App" Now Serves to Get Cash

In order to assist the agent to collect cash with application, the Manhattan Life has made a change in its application blank, on the reverse side being a binding receipt with a statement to which the applicant's attention can be called by the agent. This statement is to the effect that the agent has made an

earnest effort to collect the premium on the policy applied for and the applicant holds himself responsible for whatever loss the beneficiary may suffer by his failure to pay the premium at time of signing the application. After the ordinary arguments have been exhausted, the agent can ask the applicant to sign this declaration.

### Radically Different Form of Policy Contract Issued

A radically different form of policy has been brought out by the Empire State Mutual of Jamestown, N. Y. The form has been especially designed for clarity and ease of understanding by the policyholder. It is in a bound booklet, 3½ by 9 inches in dimension, with a cover of heavy, leather-grain stock.

The pages are thumb indexed at the top so the policyholder may turn quickly to any part of the contract that interests him, such as guaranteed values, incontestability, optional settlement or loan provisions, etc. The page containing the insuring clause, amount of insurance, beneficiary, premium, effective date, etc. is in the center of the pamphlet. When the booklet is opened to this page, the thumb index arrangement above shows where any contract provision may be found. There are in all 15 pages. Endorsements are at the front, followed by guaranteed values, then policy provisions, beneficiary change and policy assignment provisions, dividends and

payments by company, premiums, grace period and reinstatement, incontestability and suicide.

Copies of the application are put at the back, preceded by loan provisions, loan and equities table, optional settlement provisions, annual instalment table, continuous instalment table and annuity payment table. The new form is calculated greatly to assist agents, as it constitutes a more modern merchandising method.

### Chicago Women's Luncheon

The women's division of the Chicago Association of Life Underwriters has scheduled a dinner meeting in the Hotel Sherman, April 19, following the all-day sales congress of the association. There will be three leading women agents on the program: Beatrice Jones, Devitt agency, Equitable Society, New York City; Helen Rockwell, National of Vermont, Cleveland, and Helen Summy, Equitable Society, St. Joseph, Mo., who is chairman of the women's day at the National Association of Life Underwriters convention to be held at Houston this year. Sara Francis Jones, Equitable Society, is in charge of arrangements. The meeting will be open to all women agents in Chicago, whether they are association members or not. Helen M. Thomas, Equitable Society, chairman, will preside.

Miss Summy is chairman of the women's underwriting committee of the National association. Miss Jones, a C.L.U. is chairman of the women's program committee of the National association and Miss Rockwell is chairman of the Quarter-Million Dollar Round Table. Miss Helen Zopp is co-chairman of arrangements for the dinner. Generosity of agency heads who employ women agents has made it possible to plan a more elaborate dinner party. Secretaries of Chicago agents and managers have been invited to attend. Reservations will cost only \$1.25.

## INDUSTRIAL FIELD NEWS

### Should Follow Cold Canvass

A. S. Burkart of the Conservative Life Tells Agents They Should Keep Ringing Doorbells and Seeing People

Vice-president A. S. Burkart of the Conservative Life of South Bend, Ind., said that new business for March showed a slight improvement over February but it was more than offset by the fact that the cancellations were greater than they were for February. Mr. Burkart says in his message: "When you stop canvassing from door to door or if you get it into your head that everyone is out of work and stop canvassing, then you are licked and you might as well turn in your supplies and say good night. We have men who are still going along and making good money in spite of the present depression. If you make up your mind that the world has not come to an end yet notwithstanding the depression that is now on, you can be just as big a man as the next fellow."

### Saperstein Is Honored

The entire staff of the Union City, N. J., district of the Prudential attended a dinner celebrating the 45th anniversary of their superintendent, Samuel Saperstein.

Other guests included executives from the home office and 18 company superintendents in charge of offices in nearby territory.

Superintendent Saperstein began his tenure with the Prudential as an agent in 1893 in Hoboken, N. J. where five years later he was promoted to assistant superintendent. He also served in this capacity in Harrison, N. J., having been transferred to that city in 1903. After

two months in Harrison he was promoted to superintendent and remained in charge of that district until 1907, when he was assigned to his present position.

From the home office there went F. H. Schulze, assistant secretary; W. A. Mason, supervisor; J. G. Carpenter, division manager, and Donald Ulrope, assistant division manager.

### Act on Lapse Bills

BOSTON—The bill to forbid industrial life companies charging agents for lapses on policies that have been in force three years, although given an unfavorable report by the insurance committee, was favored in the house and one of the half dozen bills along this line filed during the session was substituted for the report by a vote of 65 to 17. The house also overturned the adverse report of the committee on a bill allowing the companies to make lapse charges against the agent who wrote the policy only, substituting the bill therefor.

The Clovis, N. M., staff of the American National of Galveston was entertained at a banquet because of its superiority to any other staff in the Amarillo district. The Clovis office led with five top honors.

### Blakemore Ohio Deputy

Louis B. Blakemore of Cincinnati has been appointed deputy superintendent of insurance of Ohio, succeeding L. H. Kreiter, deceased.

Mr. Blakemore was city clerk of Cincinnati for 12 years.

He was educated in the Cincinnati public school and graduated from the University of Cincinnati and its law school. He sold life and fire insurance for many years. He is now grand master of the Masons of Ohio.

### Industrial Standings for 1937 Are Tabulated

Industrial life companies' new writings in 1937, including issued, revived and increased business, and their total industrial life business in force Jan. 1, 1938, are shown in the tabulation below:

Industrial Life		New Industrial Life	
In Force		Written in 1937 (Including Issued, Revived and Increased Business)	
Jan. 1, 1938	Jan. 1, 1938	Jan. 1, 1938	Jan. 1, 1938
Prudential .....	\$7,573,792,092	\$1,291,101,286	
Metropolitan .....	7,511,537,957	1,016,508,158	
John Hancock .....	1,684,402,288	332,589,433	
West. & South. ....	577,362,445	130,988,150	
Amer. Natl. ....	460,738,568	193,373,256	
Natl. L. & A. ....	392,640,253	171,739,706	
Life of Va. ....	302,071,995	94,184,209	
Monumental .....	199,627,312	66,588,293	
London Life .....	191,655,805	45,085,290	
Life & Cas. ....	163,719,143	96,803,146	
Peoples, D. C. ....	87,768,969	63,656,963	
Sun Life, Md. ....	87,055,479	17,614,868	
Indus. L. & H. ....	85,396,026	215,158,812	
Colonial Life .....	81,236,259	17,427,077	
Commonw'th. ....	75,123,044	24,057,683	
Baltimore Life .....	74,291,076	26,574,520	
Home L. Pa. ....	64,525,207	16,702,210	
Equit. D. C. ....	63,013,642	26,628,323	
Carolina Life .....	62,901,920	60,905,053	
Contin'tl. D. C. ....	59,314,941	29,681,700	
Boston Mut. ....	56,206,367	18,950,013	
Gulf Life .....	50,972,153	32,182,645	
Knights Life .....	50,248,372	23,956,638	
Durham Life .....	49,652,131	28,793,406	
Wash. Natl. ....	44,972,109	40,002,834	
Liberty Life .....	43,543,620	34,050,319	
Pilot Life .....	41,717,872	25,635,259	
Interst. L. & A. ....	41,115,380	26,847,041	
Atlanta Life .....	39,747,022	35,931,794	
Liberty Natl. ....	34,004,206	27,036,053	
Carolina Life .....	31,768,721	25,533,353	
Eureka-Md. ....	31,127,082	17,970,299	
Home Security .....	29,391,243	20,356,531	
Texas Pruden. ....	27,299,524	16,506,059	
No. Carolina .....	26,476,924	17,689,274	
Sup. Liberty .....	26,137,630	40,231,984	
Southn. L. & H. ....	25,822,893	21,640,927	
Home Friendly .....	25,299,193	14,676,734	
Amer. L. & A. ....	23,278,022	26,397,238	
Peninsular L. ....	22,134,889	14,195,374	
Penna. Mut. ....	21,900,769	5,484,096	
Gate City Life .....	21,757,738	18,025,498	
Bankers H. & L. ....	19,735,489	19,552,282	
Imperial Life .....	19,233,589	8,960,604	
Home State .....	18,924,806	9,053,273	
Afro-Amer. ....	18,734,783	16,337,353	
Ky. Cen. L. & A. ....	18,431,204	25,644,564	
Union L. Va. ....	18,277,656	14,601,459	
Empire L. & A. ....	18,086,221	13,193,885	
Mut. L. & C. Can. ....	17,417,035	5,354,867	
Cosmopolitan .....	15,497,187	16,430,654	
Tenn. ....	14,862,863	14,630,289	
Reliable L. Mo. ....	14,365,697	7,741,711	
Pilgrim H. & L. ....	14,326,252	13,155,785	
Stand. L. Miss. ....	13,896,186	9,541,251	
Universal Life, Tenn. ....	10,111,661	9,138,736	
Univer. L. & A. ....	9,664,000	8,488,000	
Texas ....	9,261,812	8,963,214	
Mo. Ins. Co. ....	8,952,167	7,901,127	
All States Life .....	8,936,897	5,611,053	
Palmetto State .....	8,659,266	9,942,416	
Va. L. & Cas. ....	8,280,259	10,229,682	
Rio Grande N. ....	8,161,393	4,611,222	
United, Ill. ....	7,279,180	3,299,645	
Am. Bankers .....	7,155,229	6,313,118	
Mut. Ben., Md. ....	7,024,050	4,223,350	
Gr. Lakes Mut. ....	6,235,998	1,991,336	
Philanthropic .....	5,859,892	3,132,956	
Mutual ....	5,801,162	.....	
Independ. Md. ....	5,395,096	1,147,458	
Cincinnati Mu. ....	5,395,096	2,038,112	
Globe L. Ill. ....	4,898,977	.....	
Fidelity L. Md. ....	.....	.....	

### Franklin Life's Campaign

A campaign offering 700 merchandise prizes to be purchased with credits earned by agents for exceeding personal quotas of new business written during April, May and June and paid by July 30, has aroused unusual interest among agents of the Franklin Life. Unlike its former merchandise prize campaigns, the Franklin based this one on credits which pyramid rapidly after quota is reached, 200 percent of quota being worth from 11 to 17 times as many credits as 100 percent of quota; 300 percent worth 15 to 29 times 100 percent.

### Support Bank Limitation

BOSTON—At local meetings of the life underwriter associations held in Fall River, Holyoke, Fitchburg, Pittsfield, Worcester and Springfield support was pledged for the bill sponsored by the Massachusetts Association of Life Underwriters to limit the writing of savings bank life insurance to \$3,000 on any one life, instead of \$1,000 in any or all of the 24 banks now handling the business.



# Sales Ideas and Suggestions

## Plans for Selling Prospect Under Present Conditions

CLEVELAND — Sales methods to meet present-day conditions were outlined at the annual meeting here of the Ohio Life Underwriters Association.

The reason why people do not buy insurance voluntarily is because they haven't seen life insurance in the proper light, said William P. Worthington, superintendent of agencies Home Life of New York. The average person knows very little about the insurance he owns. He thinks of it in terms of a lump sum—as an amount greater than he ever possessed at one time. This leads him to believe that he is worth more dead than alive. He doesn't think of the limited income it may provide his widow.

"Sales methods of the past are responsible for the prospect's resisting attitude. Since he doesn't understand insurance, he may have purchased unrelated policies. He has always viewed himself on the paying end instead of the receiving end. We must put him on the receiving end in our future presentations if we would have him in a buying frame of mind.

### Build-Up Important

"Just as the close is important, so, too, is the build-up. Without the build-up the close is like the last chapter of a book when the reader has not read the preceding pages. You don't get excited about the end of a movie when you came in late. That build-up is all important to achieve the proper reaction from the climax.

"Since people don't understand insurance and what it does, it is very important that we create an appreciation for it first. This can be logically done by talking about the insurance they already have. A first interview of this kind puts the agent in a more favorable light.

### Three Selling Steps

"There are three steps to selling insurance—uncovering the prospect's problem, working out a solution plan, and making him want to solve the problem. Put the spotlight on the prospect's problem and keep it there. Think of your business as solving problems and not selling policies. The problem is his; you are responsible for the solution. He doesn't want life insurance but the things it will do for him. In that first interview get him to talk about his present insurance, why he bought the first policy and what he had in mind. This is a good entering wedge. His resistance comes because he thinks you are going to talk about new insurance. He is not averse to discussing the present. Get him to sit in on a picture of his own family and the future they would face if he passed away. Get his commitments so the plan will be his own. Take the materials he gives you to work into that plan. If he has all the insurance he needs to do what he wants, tell him so. He will be one of your best centers of influence. Ask yourself what you would do if you were in his position. If you would take out a certain amount of insurance, you can talk that plan with him with real sincerity. Put him on the receiving end and show what the plan will do for him. At this closing stage make him realize that life insurance is a question of adjustment one way or another."

The average underwriter often gets so close to his work that the miracles of insurance become too commonplace and he needs a revival of enthusiasm, said Mr. Worthington. Savings bank

insurance in New York and Massachusetts will never take the place of agency-sold life insurance. The service of the underwriter is badly needed. Real compensation lies in that service.

### Need Stronger Presentation

"You have to make a stronger presentation today in bidding for business in competition with automobiles and the many things that people want if you are to get your share of the consumer's dollar," said Charles J. Zimmerman, Chicago general agent Connecticut Mutual Life. "We are concerned with getting a favorable decision and then getting action on that decision. It takes motivation—an appeal to the heart rather than the head."

The good closer does considerable preparation work before he ever enters the prospect's office, said Mr. Zimmerman. He arms himself with all possible information about the prospect—his needs, paying ability, accessibility, etc. He has thought out the prospect's problems and sold himself on the best solution so that he can present it with real sincerity and force.

### Have Service or Idea

"There are only two reasons for calling on a prospect—you have a service to offer, or you have an idea to give him. The question is often asked—when is the right time to close and how do you know? The time to close comes as soon as you have shown the prospect a specific use for life insurance—when you have shown him that he has a problem and you have the answer. It is all a matter of common sense. If you can get confirmation throughout the interview on minor issues you will never have to get agreement on the major issue, 'will you buy?'

"You must believe in the thing you sell and own it yourself. You must see it in action to tell what it does with conviction," declared Mr. Zimmerman.

A. L. McCarthy, vice-president and general manager of the Eureka Vacuum Cleaner Co., Detroit, spoke on "Selling with Man Power." Few people have beaten paths to the door to buy insurance or vacuum cleaners despite all the selling work that has been done. The two fields have much the same problem. A year ago with more people employed and making money, there was less resistance than there is today.

### Spectacular Approach

"The big problem with us has been to get more production per man—a higher percentage of interviews and demonstrations per call," said Mr. McCarthy. This has been done by revamping the whole approach, offering a spectacular presentation, appealing to the eye, and talking of "smudge dirt" instead of vacuum cleaners. For years companies had followed routine methods and have passed up the thought of new ideas."

"In selling you have to entertain, use emotional appeal, show them something new, make demonstrations spectacular. It is not so much a question of money as you would think. It is more a question of making them want to buy. This is true about insurance. A policy doesn't sell itself. You must make them want to buy. And it is not so much a question of money usually. They will buy a pack of cigarettes per day at 15 cents which would pay for a \$2,000 policy.

"Salesmen often fail to recognize the time to close and keep on talking or

demonstrating. Many are afraid to bring out their order book and pencil. In the Eureka's new plan of selling it is very effective to bring out the book and pencil and place them on the table before starting the demonstration. The sight of them there creates a silent pressure.

"The only successful form of remuneration for salesmen is by straight commission," said Mr. McCarthy, "as offering drawing accounts and straight salary defeated their purpose. His company's sales actually fell off when salesmen were given salaries as an incentive to work. If a salesman can sell well, he doesn't want a salary. If he can't sell he doesn't belong on the job. They will work harder when they know each sale puts money in their pockets. Much depends upon the manager. If he takes a real interest in the program, the others will take an interest, too. The morale that a manager puts into a business is what makes it go."

As a buyer of insurance, Mr. McCarthy said that he is so thoroughly sold on one man, who has been his counselor, that he would go out of his way to help that agent. That is the kind of confidence which every insurance man should attempt to build, he said.

### Many "App" Producer Important

The important part played by the producer who writes a large number of applications among average men was stressed by Walter H. Saitta, Baltimore manager of the Metropolitan Life. The writers of small but many applications have it within their power to cure the greatest scourge of early troubles, said Mr. Saitta.

The importance of an agent prospecting among people of his same type was

stressed by Mr. Saitta. The agent can do a better practical selling job among a class in which he is a part and is at home. The small buyer of life insurance knows nothing as a rule about the actuarial science, he is guided solely by the agent's recommendation. He knows nothing about programming and accepts the agent's advice, so it is just as important for the seller of smaller policies to study his business just as carefully and earnestly as the million dollar producer.

### No Price Advantage

In life insurance the bigger buyer does not get a price advantage over the smaller buyer, said Mr. Saitta. Both receive benefits in exact proportion to the premiums they pay. Both the millionaire and little fellow need life insurance. If the big man cannot hedge his fortune through self-insurance and must have insurance protection, the little fellow must certainly have a greater need for the service.

Every man is insured whether he actually owns a policy or not. If he has an insurance policy, the risk is carried by the insurance company and if he does not have a policy the risk is carried by his wife and children who can least afford it and may have to pay for the rest of their lives for the burden of insuring their husband and father.

The average man insures his wife's and children's share of his income, said Mr. Saitta. He replaces himself economically by his insurance policy so that death cannot rob his family of their food and shelter. He also sets up a depreciation emergency reserve for himself to take care of that time when his earning power will end or when unemployment or disaster knocks at his door.

## "Point of Sale" Training Called Best for All

BROOKLYN, N. Y.—Training—whether of brokers or agents—is best accomplished at what advertisers call the "point of sale," according to both speakers who talked before the Brooklyn Supervisors Association. A. J. Lynch, assistant manager Quinn agency, Prudential, and H. E. Reinis, Warshawer agency, Guardian Life of New York, both of Brooklyn, talked respectively on training the full time agent and training the broker.

Mr. Reinis reported much success through use of a simplified programming chart evolved by the Guardian's general agent at Syracuse, Walter Wilkinson. This is a diagram with boxes for the principal needs for which life insurance is bought—final expenses, income to the family, educational fund, emergency fund, other dependents, and income to the policyholder in case he lives to retirement age.

### Easy to Understand

Use of this chart with brokers has first, the advantage of being easy to understand, Mr. Reinis said. Many brokers fear to tackle their clients for life insurance, feeling they do not know enough about it to present it clearly. Not only is the chart easily grasped by the broker but by using it he gives himself a track for his sales presentation to run on and he feels added confidence in his ability to handle the interview.

A third major advantage in using the chart is that when the broker brings the diagram, all filled out, back to the supervisor to work out recommendations, the broker learns about options and everything else connected with life insurance much more rapidly because he is dealing with an actual case. Mr. Reinis has found he can teach a broker more in

working over one actual case than in a dozen hours of discussing some hypothetical setup. In one case the broker's heart is in the job, in the other it is not.

### Stress Life Cover's Simplicity

Mr. Reinis said that the most successful way to train and instruct a broker is by steering clear of all complicated training plans and stressing the simplicity of selling life insurance as contrasted with the intricate business of general insurance.

"If our broker already knows something about life insurance, then we teach him only the unusual plans of insurance which our company may have and which might otherwise confuse him, and as thoroughly as possible acquaint him with our company's underwriting rules and practices," Mr. Reinis continued. "We stay as far away as possible from company comparisons and will not offer any unsolicited advice."

### Don't Create C. L. U.'s

"If, however, our broker has just entered the business or has been a general broker for some time but never handled life insurance, the problem is a different one. I've always felt that it is dangerous at this stage to try to make a C.L.U. of my broker for fear that he might become confused, feel that the business is too complicated for him and lack the confidence to talk to his clients. I try to stick to the fundamentals of life insurance in my training course."

The first lesson takes about two hours of the broker's undivided attention and while his license application is filled out it is not turned in until he has submitted his first application. The rest of the lesson covers the rate book, uses of each



insurance plan, how to figure semi-annual and quarterly rates, paid up options, extended insurance and cash values. After assigning homework based on what has been studied an appointment is arranged for three days later.

#### Other Plans Studied

The second lesson consists of checking the broker's answers on his homework and making corrections. Then other plans of insurance not taken up at the first lesson are studied and more homework based on these plans is assigned. The third lesson is devoted entirely to settlement options, and at the end of this lesson Mr. Reinis gives the broker half a dozen simple programs and problems to figure at home. His answers clearly show whether he understands the company's practices, its rate book and the uses of the various insurance plans. From that point on as far as Mr. Reinis is concerned, the broker is a life insurance man and must get his further instruction from actual practice on clients, with the agency's help if necessary.

In his talk on the training of new full time agents, Mr. Lynch said he subscribed fully to the Life Insurance Sales Research Bureau's estimate that school training of new agents is only 15 percent of the battle while the remaining 85 percent consists of practice under an assistant manager. It is most important, he said, that the new agent think of life insurance not in terms of what it is but what it does, since, when he is plunged into the confusion of an actual sales interview his mind reverts

to his first impression of life insurance, which should be needs not policies. The policy, Mr. Lynch pointed out, is only a legal contract, has no emotion in it, no motivation.

Then the new agent should be taught where to go in prospecting, his sources being natural contacts such as past situations and contacts and then present associations and also cold canvass work. Second are reference centers, who should not be confused with centers of influence, since the new agent does not know anyone with enough influence to make the prospect buy life insurance. These reference centers may be people the agent knows, such as friends, policyholders, relatives, anyone at all who is kindly disposed towards him and has confidence in him. To these contacts the agent should bring names or situations which will call forth useful prospecting information.

#### Must Show Prospect Need

The agent should be shown the principles of selling and, how not to be discouraged by meeting the usual initial resistance. His job is to go ahead and show the prospect he does need more life insurance even though he may not think so at first. A way to get action after making a presentation is to start talking about money, Mr. Lynch said, a good action-getter being to say, "Could you afford to put away \$1 a day?" He emphasized that the agent should be taught to keep trying, since a man may say "no" six times but if he says "yes" once the final answer is "yes."

## Estate Conservation First Job

It is more difficult today to conserve property than it used to be to accumulate it, therefore the most important job of life insurance agents now is estate protection, H. K. Nickell of the Allison agency, Connecticut General, Chicago, commented in a talk at a small gathering of Million Dollar Round Table members in Chicago recently. Mr. Nickell is a life member of the round table.

He said agents' two chief aims in estate protection should be to reduce transfer costs by eliminating waste due to not taking full advantage of legal exemptions, and to offset such remaining expenses as far as possible in reserves built up through life insurance, just as a business man plans to meet known obligations. He said there is a new and greater responsibility devolving on agents to go farther than heretofore in helping people to arrange their affairs so as to secure the most effective, economical and practical distribution possible. In this work, however, Mr. Nickell emphasized, agents should steer clear of posing as lawyers, officers or tax experts. Otherwise they may run afoul of bar associations or other professional organizations.

#### Fact-Finding Interview

The approach should be to sell an interview, which in most cases will be a fact-finding interview. Every step in the fundamental law of selling must be used just as in selling any tangible article. Prestige building is the first step to get favorable attention.

"Every move, every word must show that we are superior representatives of our profession," Mr. Nickell said, "and that it will well pay our prospect to take the necessary time to see how our work can be helpful to him." He uses the pre-approach letters followed by a personal call.

All parts of the estate must be studied and coordinated. To attempt to give sound advice without reviewing such documents is likely to result in a botched job, Mr. Nickell said.

He studies over a man's situation for a long time, not being satisfied with the first solution that presents itself. Then he usually submits his final solution to an attorney and a trust officer as a "John Doe" or hypothetical case, securing their reaction and trying to develop

flaws in reasoning or advice. Mr. Nickell finds this course very valuable in working out the case. He then prepares a survey to present to the prospect, the language and layout being simple, easy to follow and logical in sequence.

#### Avoids Net Cost Talk

He stays away from long discourses on low net costs. He always manages to compliment the man on what he has accomplished and leaves the impression that the life insurance proposed is merely to carry out something he has already started.

Mr. Nickell's first objective is to save money for the prospect while living. Then he tries to work in a guaranteed income for some member of the family as a foundation on which to carry the burden of his appeal to the prospect. There is a strong appeal in the money that can be saved to the estate after the testator's death through the economical distributive possibilities of life insurance. Then, of course, there is an appeal in setting up trusts for the children and wife, letting the wife's trust pay the premiums on the policyholder and the husband's trust carry the insurance on his wife. In one case, Mr. Nickell said, such trusts for \$6,000 premium produced \$100,000 saving and provided an assured annuity for the wife.

#### Stage Topsy-Turvy Dinner

OSHKOSH, WIS.—Climaxing the current bowling season of the Wisconsin National Life home office mixed league was a dinner and costume party arranged by a committee headed by G. A. L'Estrange, manager of the accident and health department. The entire routine of events was topsy-turvy. The dinner was served backwards, starting with coffee and dessert and ending up with the fruit cocktail. When A. C. Eastlack, actuary, was called upon to carve the fowl, a dozen baby chicks scurried on the speakers' table as the lid was lifted off the roaster. Mr. L'Estrange presented the bowling trophies, first prize going to the Life Income team which led the 10 teams of the league for the season. Later prizes were awarded for the most outstanding costumes and also to winners of a blind bogey bowling contest.

## AGENCY MANAGEMENT

### Detroit Membership at All-Time High

DETROIT — The Associated Life General Agents & Managers closed the fiscal year with the largest membership and the best financial position in history, Secretary-Counsel H. B. Thompson reported at the annual meeting with President C. E. Purdy, Canada Life, presiding.

The board of directors was reduced from nine to seven members, and the following were elected: Will S. Reeve, Union Central; Nathaniel Reese, Provident Mutual; C. R. Eckert, Northwestern Mutual; Donald Machum, Manufacturers; W. L. Ellsworth, Life of Virginia; E. P. Balkema, Northwestern National, and H. C. White, Connecticut Mutual. Mr. Purdy will act on the board ex-officio. Officers will be chosen later by the new board.

### Steward at Little Rock

Dr. Verne Steward of Los Angeles spoke to the Little Rock Life Insurance Managers Association. R. M. Williams, chairman of the association, presided.

### Joint Meeting on Coast

LONGVIEW, WASH.—A two-day sales congress of Portland and Seattle life managers and general agents has been arranged here for May 5-6. Joint chairmen are Austin Thayer, Prudential, Seattle, and R. L. Sherwood, Phoenix Mutual, Portland.

### Laffer Elected in Wichita

The Wichita Life Managers & General Agents Association elected Henry W. Laffer, Northwestern Mutual, president; Hal Johnson, Columbian National, vice-president, and Morris McCready of Booth & McCready, Massachusetts Mutual, secretary-treasurer. Lem C. Swinney, Pacific Mutual, who is going to Dallas, was presented a desk lamp for his untiring efforts in the organization of the Kansas Life Underwriters Association four years ago. He served as president for its first two years. S. G. Glover, National Life & Accident, is the retiring president.

### Zimmerman Speaks on Close

Connecticut Mutual General Agent in Chicago Gives Practical Suggestions in His Talk at Houston

HOUSTON, TEXAS—Speaking before more than 300 members of the Houston Association of Life Underwriters, C. J. Zimmerman, general agent of Connecticut Mutual in Chicago, and secretary of the National association, discussed what he considers to be one of the most important parts of the job of life insurance selling. Mr. Zimmerman presented the subject of "Closing" and in his concluding remarks said: "One of the easiest ways of selling life insurance is to buy it yourself and unless you are willing to sacrifice for it yourself, you cannot expect to sit across the desk from your prospect and expect him to buy."

#### Changes in Technique

In looking back over the changes in the technique of selling in recent years, beginning in about 1923 when time control held the spotlight to be followed later by so-called organized selling, then enlarged to place the greatest emphasis on prospecting, Mr. Zimmerman came to the final phase, the subject of his discussion, when he dwelt more at length upon closing the actual sale.

He cited a recent analysis made in Chicago by merchandising organizations which showed that in the preference for immediate demand, life insurance came

fourth among the average prospective purchasers. "This means," he said, "that if life insurance is really the most important of the immediate future purchases of the average individual our competition then is not among ourselves, but with the merchandising efforts of those who are selling electric refrigeration, fur coats, oil burners and the like."

#### Selling the Prospect in Advance

Answering his own question "What do we mean by closing?" he said the first job is to get the man to make a favorable decision regarding his needs and next is to get him to act upon that decision. Then questioning himself again, he said, "How can we get action?" and the answer was motivation, "the appeal being to the heart rather than to the head. The closing of every sale begins before you ever get into the prospect's presence. If I have a prospect who I think can buy, if I know what he needs, and if in addition I can approach that prospect at almost any time and get a favorable interview, if I have thoroughly fought through that sale and I have sold myself on the idea that if I were in the prospect's shoes I would buy, I will enter that sale with a great deal of confidence. If I also know what I'm going to say and what I'm going to do—then I will have a good closing percentage."

#### Should Have Definite Program

Mr. Zimmerman continued, "One of two reasons for expecting time of your prospects is if you have a definite idea to give him and if you have a definite service to render him. If you call on a prospect without having a definite offer or a service to render you are only making it tougher on the next salesman. From a survey it is found that 98 percent of the public interviewed were in favor of life insurance and only 50 percent were favorable toward the agent presenting this life insurance."

Regarding the time to close, he said, "You should close a sale when you have shown the prospect that he has a problem which life insurance will solve more than any other way. One of the most important things in selling and closing is to get the prospect to agree with you on minor points throughout the interview—if you do this you never have to get confirmation of the major issues."

#### Gives Examples of Motivation

He then gave examples of motivation which he said cannot help a salesman who does not believe what he is saying to the prospect. He continued, "Human interest stories really do help if they are sincerely told because people do die unexpectedly and their beneficiaries do need life insurance. Renew your vision of life insurance—reaffirm your faith in life insurance and when you really believe in it yourself, you have done something."

Mr. Zimmerman was accompanied to Houston by Maxwell Hoffman, associate managing director of the National association, and the two were in conference during Tuesday with the various committees arranging for the national convention.

### R. Rowland Kay Appointed

The Equitable Society through L. W. Klingman, agency manager in north Texas, announces the appointment of R. Rowland Kay as district manager with offices in 1010 Electric building, Fort Worth. Mr. Kay, a native of Texas, received his B. A. degree from S. M. U., where he was active in the financing of the stadium, and later received his M. A. degree from Princeton. Mr. Kay has had wide experience in the insurance field and has spent one year in special study at the home office of a large company. He has figured prominently in tennis activities since 1920, previously ranking among the first ten in national doubles.